

IV. Morale/Stress

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Appendix:

IV. Morale/Stress

Executive Summary

This study examined issues contributing to the downward trend in Air Force fire fighter retention, especially in first and second term airman. A Job Stress Survey (JSS) completed by 904 military and civil service fire fighters identified the levels and frequency of stress generated by a wide range of job events and situations. Analysis of the survey results further identified and prioritized the root causes of increased stress and declining morale in the fire protection career field. Familiarization with the JSS contents (pages 16-20) is necessary to understand the findings in this report.

Issues regarding salary, staffing levels and workweek length dominated other sources of stress.

In broad terms, these seemingly unrelated issues are closely associated with the larger problem of limited resources. Limited Air Force resources preclude additional needed staffing to meet DoD standards as described in *I. Structural Fire Fighting Review*. With less than prescribed staffing, Air Force fire departments must do much with little and thereby extend their workweek beyond an already burdensome 72 hours. On an hourly basis, first term military fire fighters earn less than minimum wage.

In an unfortunate coincidence, the JSS arrived at participating Bottom Up Review installations shortly after the Office of Management and Budget recommended not to authorize hazardous duty pay to military fire fighters. It was subsequently removed from FY 99 budget legislation. Responses to both formal and fill-in-the-blank questions indicated widespread frustration and near hostility regarding compensation. Subsequent to the survey completion, federal fire fighter pay legislation was approved by Congress. It appears that the new system will more adequately compensate civilian fire fighters for their long workweek.

Concern over workweek length often accompanied compensation comments. In particular, active duty Air Force fire fighters frequently compared their lifestyle to fellow airmen. Fire fighters work a rotating shift of 72 hours/week versus other Air Force personnel at 40 hours/week. The long workweek alone is a source of friction since it negatively impacts family life and formal educational goals. Fire fighters are well aware that civilian departments typically work a 56-hour or less workweek and earn

more than twice as much on an annual basis. The July 1998 issue of *Firehouse* magazine, in its annual run survey, listed fire fighter work hours and pay scales for 209 municipal fire departments. Not a single department had a work week in excess of 56 hours.

As expected, 1st and 2nd term retention is below the Air Force average. Considering their extensive and nationally recognized training, and the salary differential compared to civilian departments, one may actually wonder why first term retention is as good as it is.

Stress over perceived inadequate staffing was evident in the responses of all fire fighter subgroups. From lower to senior ranks, active duty and civilian, staffing concerns were prominent.

Of the 39 individual stressors listed in the JSS, active duty personnel overall ranked the level of stress associated with ongoing contingency deployments 25th as compared to other tasks and situations. Stress associated with deployments ranked highest among the Staff and Technical Sergeants and lowest among the AB-SrA group. The very group (AB-SrA) with the worst retention regarded deployments as a relatively minor irritant. This finding was somewhat surprising considering the vast media attention to the negative effects of on-going OPSTEMPO and deployments on retention. Indeed, one stated purpose of the Expeditionary Air Force (EAF) initiative is to improve retention through a more predictable and efficient use of manpower resources.

One apparent anomaly regarding deployments occurred among senior military fire chiefs. It ranked 20th out of 39 as a source of stress, yet when questioned about what they felt was the “most negative aspects of Air Force fire fighting”, they ranked deployments as 3rd of 19 negative job factors. Perhaps deployments as a personal matter were not very stressful, yet were perceived as a matter of some importance to the overall administration of fire department operations. Among senior GS fire officers, deployments ranked 5th of 19 negative aspects.

It is obvious that although deployments in themselves may not be a high stressor, the staffing shortages they cause at home station is a major factor in the negative morale of all groups. The recently announced concept of base “robusting” as part of the EAF program would ease the deployment burden on all installations.

Over half of first term military fire fighters cited “not enough real action fighting fires” as a negative aspect of Air Force fire protection. Only low salary generated a more negative response.

Recommendations

In view of the current austere fiscal environment, there is little chance that additional resources will be forthcoming to alleviate staffing, compensation, and work week concerns. The solution to these related problems must therefore be approached from a “quality of work life” standpoint.

1. Particular attention should be paid to the pending re-engineering of Air Force Manpower Standard 44EF. Of significant importance is ensuring, through accurate staffing measurements, that the occasions where fire fighters are forced to work in excess of the normal 72 hour week are greatly reduced. At many installations this occurs quite frequently. Days off and leaves are often canceled at the last minute. A stable work schedule, where fire fighters were confident of their time off and the availability of leave, would relieve a constant source of stress and enhance morale.
2. Every effort should be made to ensure correct numbers are calculated when determining staffing levels under the base “robusting” concept of the EAF. Proper staffing at the EAF identified installations will improve morale at both EAF and non-EAF installations. Underestimating the fire fighter mobility requirement may result in even worse morale and subsequent further decline in retention rates.
3. Now that the civilian fire fighter pay system has been reformed, recommend increased emphasis be placed on properly compensating military fire fighters for their extended work week, technical training requirements, and the hazards of the occupation. Fire fighting has long been identified to be among the most hazardous occupations in the nation, frequently ranking #1 in annual death and injury surveys. Certification requirements are extensive and the normally scheduled workweek is 72 hours as compared to 40 for most of their active duty counterparts. Air Force specialties such as Military Training Instructors, Recruiters, First Sergeants, Explosive Ordinance Disposal, flight personnel and others are compensated with special duty pay for their additional hours, uniform requirements, hazards, etc. Strong

consideration should be given to formulating a fair special duty pay for fire fighters.

4. Attention should be given to providing more live fire experiences and emergency response opportunities for all fire fighters. It is easy to understand the first termers' disappointment at the lack of real fire fighting action. After months of basic training and fast paced fire fighting schools, these young men and a few women look forward to putting their skills to work. Fortunately, they are generally disappointed. Compared to the civilian community, frequent fires and major conflagrations are rare in the Air Force. Unfortunately, like grounded aircraft pilots, they do not feel on a regular basis the job satisfaction associated with meeting the tests of their profession.

a. Recommend that emphasis be placed on the acquisition of quality live structural fire trainers. Well planned and realistically conducted exercises, held in a live fire environment, provides real world type operations for fire fighters.

b. Encourage all departments to develop close relations with neighboring fire departments. Participation in active mutual aid programs will increase emergency operation opportunities and provide valuable assistance to installation programs. Ride along programs and fire fighter exchange programs with civilian departments are other considerations that some Air Force departments already use. Line of duty determinations should be made in these cases, to ensure fire fighters are medically covered during the times they are performing with the civilian department.

Approach

The following twenty installation fire departments participated in the Fire Fighter Morale/Stress Review.

Langley AFB	Moody AFB
Randolph AFB	Tyndall AFB
Hill AFB	Kirtland AFB
Charleston AFB	McGuire AFB
General Mitchell IAP-ARS	WestoverARB
F.E. Warren AFB	Vandenberg AFB
Kadena AB	Kunsan AB
Aviano AB	Ramstein AB
Burlington ANGB	Knoxville ANGB
US Air Force Academy	Hurlburt FLD

The population of active duty and federal civil service Air Force fire fighters is 6,965. Of these, 904 (13%) submitted JSSs. Bottom Up Reviewers did not personally administer the JSS at each installation. They were sent via email to participating fire departments and the MAJCOMs. The MAJCOMs were asked to solicit participation at all their installations. Some were returned online while others were copied, filled out and mailed back. We cannot attest to the importance local leadership assigned to the surveys, nor can we vouch for any, if at all, command influence on the responses. In an effort to promote honest and open answers, we requested that persons completing the survey not provide their names or installation. In retrospect, this may not have been the best decision, as subsequent retention data provided by the Air Force Personnel Center revealed significantly divergent keep rates among various MAJCOMs.

Originally designed to assess stress in law enforcement, the JSS was taken in its entirety from *Occupational Stress, A Handbook*, edited by R. Crandall and P.L. Perewe. Eight Air Force specific stress questions were added to the survey. Fire fighters were asked to estimate on a 0 to 9 scale the intensity and frequency of 39 potentially stressful situations or conditions. The stressful situations/conditions were designed to capture the possible range of stress experienced by young 3 level apprentices all the way to senior fire officers.

Questions 1-39 asked respondents to estimate on a relative scale (0-9), the stress rating level (SRL) each condition induced. The first question, "Assignment of disagreeable duties" was rated "5" and used as a standard to measure the stress induced by the remaining 38 conditions. When average SRL is evaluated within three groups, apprentice, middle management, and senior management the indicated levels offer a glimpse of perceived stress.

The next 39 questions asked respondents to estimate the number of times each condition occurred in the past six months. This frequency of stress (SF) section served two purposes. First, it prompted some respondents to reevaluate their responses to the first 39 stress intensity questions. Second and more importantly, the last 39 questions provided another means to estimate occupational stress.

By computing the product of responses to questions 1 and 40, 2 and 41, etc., the analyst now has an intensity*frequency (IFR)

output. It was hoped that the IFR would provide additional insight not apparent in the evaluation of strictly relative levels of stress. High intensity stressors which rarely occur will have a low IFR just as low intensity stressors with high frequency. High intensity, high frequency stressors yield the highest IFR and would warrant a closer look. However, as a practical matter, it was evident early on that high value SRL generally accompanied high value SF, resulting in high value IFR.

The last five questions of the JSS are BUR generated multiple choice and fill in the blank. These offered respondents opportunities to voice opinions on matters not previously addressed or expound on matters already discussed.

Presented in both textural and histogram formats, the findings of this study were divided by two major groups and three subgroups. The two major groups are Active Duty Air Force and Civilian/Government Service personnel. Within each major group are the low, mid, and upper management grades. For Active Duty the subgroups are E1-E4, E5-E6, and E7-E9. For Government Service the subgroups are GS1-GS6, GS7-GS9, and GS10+.

Findings

1. All Fire Fighters, Active Duty Military and Civil Service. N=904

- Most intense stressors.
 - a. Inadequate salary. Mean SRL: 6.58
 - b. Insufficient personnel to handle assignments. Mean SRL: 5.90
 - c. Length of workweek. Mean SRL: 5.46
 - d. Inability to take leave when desired. Mean SRL: 5.12
- Most frequent stressors.
 - a. Inadequate salary. Mean SF: 6.65
 - b. Insufficient personnel to handle assignments. Mean SF: 5.45
- Significant intensity*frequency:
 - a. Inadequate salary. Mean IFR = 48.5
 - b. Insufficient personnel to handle assignments. Mean IFR = 38.11
 - c. Length of work week. Mean IFR = 36.17

- The three least significant Mean IFRs are:
 - a. Forced to take leave at undesired time. Mean IFR= 6.98
 - b. Difficulty getting along with supervisor. Mean IFR=7.42
 - c. Conflict with other flights. Mean IFR=7.69
- 490 (53.2%) intend to make Air Force fire protection a career. 431 (46.8%) do not.
- 385 (41.9%) plan to retrain voluntarily or leave the Air Force after their current enlistment.
- When asked to identify the three most negative aspects of their work:
 - a. 703 cited low salary
 - b. 451 cited 72 hour work week
 - c. 314 cited too few fire emergencies
- From FY90-FY98, Fire Fighter 1st term retention averaged seven percent below the Air Force average.

2. Civil Service Fire Fighters. N=257

- Most intense stressors.
 - a. Inadequate salary. Mean SRL: 6.84
 - b. Length of workweek. Mean SRL: 6.50
 - c. Insufficient personnel to handle assignments. Mean SRL: 6.46
 - d. Lack of opportunity. Mean SRL: 5.11
- Most frequent stressors.
 - a. Inadequate salary. Mean SF: 7.14
 - b. Length of workweek. Mean SF: 6.08
 - c. Insufficient personnel to handle assignments. Mean SF: 6.08
 - d. Frequent interruptions. Mean SF: 5.37.
- Significant intensity*frequency:
 - a. Inadequate salary. Mean IFR: 53.6
 - b. Length of workweek. Mean IFR: 47.7
 - c. Insufficient personnel to handle assignments. Mean IFR: 44.8

- The three least significant Mean IFRs are:
 - a. Canceled break day. Mean IFR: 7.26
 - b. Forced to take leave at undesired time. Mean IFR: 7.24
 - c. Conflict with other flights. Mean IFR: 8.51
- 223 (87%) plan to make Air Force fire protection a career
- The three most negative aspects of their work:
 - a. 183 cited 72 hour work week.
 - b. 209 cited low salary.
 - c. 50 cited “Not enough real action fighting fires”.

2.1 GS1-GS6 Fire Fighters. N=138

- Most intense stressors.
 - a. Inadequate salary. Mean SRL: 6.97
 - b. Length of work week. Mean SRL: 6.48
 - c. Insufficient personnel to handle assignments. Mean SRL: 6.04
 - d. Lack of opportunity. Mean SRL: 5.33
- The three most frequent stressors:
 - a. Inadequate salary. Mean SRL: 7.20
 - b. Length of work week. Mean SRL: 6.16
 - c. Insufficient personnel to handle assignments. Mean SRL: 5.80
- Most significant intensity*frequency
 - a. Inadequate salary. Mean IFR: 54.31
 - b. Length of work week. Mean IFR: 47.12
 - c. Insufficient personnel to handle assignments. Mean IFR: 41.09
- Least significant intensity*frequency
 - a. Contingency deployments. Mean IFR: 7.07
 - b. Conflicts with other flights. Mean IFR: 7.52
 - c. Canceled break (Kelly) day. Mean IFR: 9.5
- 114 (83%) plan to make Air Force fire protection a career.
- The three most negative aspects of their work:
 - a. 113 cited low pay.

- b. 96 cited the 72 hour work week.
- c. 29 cited “Not enough real action fighting fires”.

2.2 GS7-GS9 Fire Fighters. N=91

- Most intense stressors.
 - a. Inadequate salary. SRL: 6.95
 - b. Insufficient personnel to handle assignments. SRL: 6.85
 - c. Length of work week. SRL: 6.78
- Most frequent stressors.
 - a. Inadequate salary. SF: 7.53
 - b. Insufficient personnel to handle assignments. SF: 6.37
 - c. Length of work week. SF: 6.40
- Most significant intensity*frequency
 - a. Inadequate salary. IFR: 56.72
 - b. Length of work week. IFR: 51.49
 - c. Insufficient personnel to handle assignments. IFR: 48.84.
- Least significant intensity*frequency
 - a. Canceled break (Kelly) day. IFR: 5.18
 - b. Forced to take leave at undesired time. IFR: 5.37
 - c. Difficulty getting along with supervisor. IFR: 6.15
- 84 (92%) plan to make Air Force fire protection a career.
- The three most negative aspects of their work:
 - a. 78 cited low salary
 - b. 71 cited the 72 hour work week
 - c. 18 cited that their positions were not commensurate with grade and experience.

2.3 GS10-GS13 Fire Fighters. N=25

- Most intense stressors
 - a. Insufficient personnel to handle assignments. SRL: 7.32
 - b. Length of work week. SRL: 6.12
 - c. Inadequate salary. SRL: 5.72
 - d. Excessive paperwork. SRL: 5.64
- Most frequent stressors

- a. Insufficient personnel to handle assignments. SF: 6.52
- b. Frequent interruptions. SF: 6.4
- c. Excessive paperwork. SF: 5.56
- d. Inadequate salary. SF: 5.4
- Most significant intensity*frequency
 - a. Insufficient personnel to handle assignments. IFR: 50.96
 - b. Inadequate salary. IFR: 37.80
 - c. Length of work week. IFR: 37.4
- Least significant intensity*frequency
 - a. Forced to take leave at undesired time. IFR: 2.52
 - b. Canceled break (Kelly) day. IFR: 2.56
 - c. Difficulty getting along with supervisor. IFR: 3.12
- All plan to make Air Force fire protection a career.
- The three most negative aspects of their work.
 - a. 18 cited low salary.
 - b. 16 cited 72 hour work week.
 - c. 7 cited “Not enough real action, fighting fires”.

3. Active Duty Fire Fighters. N=647

- Most intense stressors.
 - a. Inadequate salary. SRL: 6.55
 - b. Insufficient personnel to handle assignments. SRL: 5.76
 - c. Inability to take leave when desired. SRL: 5.36
 - d. Length of work week. SRL: 5.16
 - e. Canceled break day. SRL: 5.07
- Most frequent stressors.
 - a. Inadequate salary. SF: 6.52
 - b. Insufficient personnel to handle assignments. SF: 5.27
 - c. Thoughts about leaving the Air Force. SF: 4.93
 - d. Frequent interruptions. SF: 4.87
- Most significant intensity*frequency.
 - a. Inadequate salary. IFR: 47.32
 - b. Insufficient personnel to handle assignments. IFR: 36.15
 - c. Length of work week. IFR: 32.46
 - d. Thoughts about leaving the Air Force. IFR: 30.50

- Least significant intensity*frequency.
 - a. Forced to take leave at undesired time. IFR: 6.66
 - b. Difficulty getting along with supervisor. IFR: 6.78
 - c. Conflict with other flights. IFR: 7.08
- 241 (37%) plan to make Air Force fire protection a career. 391 (60%) do not. 353 (55%) plan to retrain voluntarily or leave after current enlistment.
- The three most negative aspects of their work.
 - a. 463 cited low salary.
 - b. 255 cited 72 hour work week.
 - c. 253 cited “Not enough real action fighting fires”.

3.1 E1-E4 Fire Fighters. N=429

- Most intense stressors.
 - a. Inadequate salary. SRL: 5.19
 - b. Inability to take leave when desired. SRL: 5.54
 - c. Insufficient personnel to handle assignments. SRL: 5.19
- Most frequent stressors.
 - a. Inadequate salary. SF: 6.50
 - b. Thoughts about leaving the Air Force. SF: 5.01
- Most significant intensity*frequency.
 - a. Inadequate salary. SF:47.8
 - b. Length of work week. SF: 30.54
 - c. Thoughts about leaving the Air Force. SF: 30.48
 - d. Insufficient personnel to handle assignments. SF: 30.15
- Least significant intensity*frequency.
 - a. Forced to take leave at undesired time. SF: 5.64
 - b. Difficulty getting along with supervisor. SF: 5.98
 - c. Conflict with other flights. SF: 6.01
- 89 (21%) plan to make Air Force fire protection a career. 337 (79%) do not. 268 (62%) plan to retrain voluntarily or leave the service after their current enlistment.
- The three most negative aspects of their work.
 - a. 317 cited low salary.

- b. 205 cited not enough real action fighting fires.
- c. 156 cited 72 hour work week.

3.2 E5-E6 Fire Fighters. N=175

- Most intense stressors.
 - a. Insufficient personnel to handle assignments. SRL: 6.93
 - b. Inadequate salary. SRL: 6.59
 - c. Contingency deployments. SRL: 6.07
- Most frequent stressors.
 - a. Inadequate salary. SF: 6.71
 - b. Insufficient personnel to handle assignments. SF: 6.56
 - c. Frequent interruptions. SF: 5.85
 - d. Fellow fire fighters not doing their job. SF: 5.73
 - e. Poorly motivated co-workers. SF: 5.74
- Most significant intensity*frequency
 - a. Insufficient personnel to handle assignments. IFR: 48.75.
 - b. Inadequate salary. IFR: 48.23
 - c. Frequent interruptions. IFR: 36.83
 - d. Length of work week. IFR: 35.81
 - e. Fellow fire fighters not doing their job. 35.61
- Least significant intensity*frequency
 - a. Forced to take leave at undesired time. IFR: 8.64
 - b. Personal insult from another fire fighter. IFR: 8.83
 - c. Conflicts with other flights. IFR: 9.14
- 122 (70%) plan to make Air Force fire protection a career. 51 (29%) do not. 73 (42%) plan to retrain voluntarily or leave the service after their current enlistment
- The three most negative aspects of their job.
 - a. 127 cited low salary.
 - b. 81 cited 72 hour work week.
 - c. 70 cited too many deployments.

3.3 E7-E9 Fire Fighters. N=33

- Most intense stressors.
 - a. Insufficient personnel to handle assignments. SRL: 7.15
 - b. Length of work week. SRL: 5.94

- c. Excessive paperwork. SRL: 5.79
- d. Contingency deployments. 5.67
- Most frequent stressors.
 - a. Excessive paperwork. SF: 6.42
 - b. Insufficient personnel to handle assignments. SF: 6.12
 - c. Frequent interruptions. SF: 6.12
 - d. Worked overtime. SF: 6.03
- Most significant intensity*frequency
 - a. Insufficient personnel to handle problems. IFR: 49.18
 - b. Excessive paperwork. IFR: 42.64
 - c. Length of work week. IFR: 40.36
 - d. Frequent interruptions. IFR: 36.36
- Least significant intensity*frequency
 - a. Difficulty getting along with supervisor. IFR: 3.09
 - b. Personal insult from another fire fighter. IFR: 3.15
 - c. Poor or inadequate supervision. IFR: 3.42
- 30 (91%) plan to make Air Force fire protection a career. 3 (10%) do not. 12 (36%) plan to retrain voluntarily or leave the service after their current enlistment.
- The three most negative aspects of their work.
 - a. 19 cited low salary.
 - b. 18 cited 72 hour work week.
 - c. 13 cited too many deployments.

Keywords

Keyword count/search results of questions 81-83 are summarized below.

<u>Keyword</u>	<u>E1-E4</u>	<u>E5-E6</u>	<u>E7-E9</u>	<u>GS1-GS6</u>	<u>GS7-GS9</u>	<u>GS10+</u>
Haz duty pay	120	43	9	5	5	3
Pay	338	139	18	61	65	13
Retirement or						
Other Pay	29	13	0	2	1	0
Deployments	31	21	5	3	3	3
Staffing	86	55	11	25	15	4
Work week	168	86	22	91	77	16
Education	50	6	0	7	11	0
Vehicles or						

Equipment 46 25 2 8 10 6

Salary

This stressor cut across all ranks, civilian and active duty Air Force.

According to T. Renner of Illinois Wesleyan University, as published in the *1997 ICMA Municipal Yearbook*, the mean 1996 fire fighter entrance salary was \$25,810. Median salary was \$25,626. The figures do not include uniform allowances, holiday pay, hazardous duty pay or any other form of additional compensation.

The July 1998 issue of *Firehouse* magazine listed entry base pay for 209 municipal fire departments. Salary ranged from \$46,620 in Fremont CA, to \$15,260 in Westlake LA. The median was \$27,689, which did not include specialty pay for EMS or airport crash/fire rescue.

Active duty military salaries are lower. In 1999, active duty personnel approximate 1998 median municipal entry salaries at the MSgt level w/14 years of service, or a SMSgt w/8 years of service. AMN salary is \$12,900, less than one half the entry municipal amount.

Average government service entrance salaries are more difficult to grasp. Many entry level government service fire fighters (1999) have prior military experience and are qualified in multiple sub-specialties such as structural, aircraft crash/rescue, confined space entry and EMS first responder. They are typically offered GS6 step 1 and are salaried at \$22,948, excluding locality pay. For high cost areas such as southern California, locality pay increases entry base salary to \$25,504. Non-prior service civilian entrants with fewer sub-specialty qualifications will earn from \$16,392 to \$22,882, depending on location.

However, government service fire fighters earn overtime at 1.5 times the hourly rate. Fire fighters in operations earn overtime for work above 53 hours/week. Air Force fire fighting operations shift work is 72 hours/week.

Outside of operations, such as fire prevention or communications, fire fighters earn overtime for work above 40 hours/week.

Air Force Fire Fighter

Job Stress Survey

Fire Protection Bottom-Up-Review

Dear Fire Fighter,

Thank you in advance for taking the time from your schedule to participate in the HQ USAF/ILE Bottom-Up-Review of Air Force Fire Protection. One aspect of our fire protection study is to examine the morale/stress level of our most important asset, PEOPLE! Your survey responses and those of 19 other participating Air Force Fire Departments will be analyzed and the results used by us to make recommendations to Air Force senior leadership in their pursuit to determine ways to lower levels of stress and improve job satisfaction and morale. We will also be visiting some installations for personal and group interviews to ensure we have an accurate picture of today's Air Force fire fighter morale/stress.

Your personal survey responses will be held in the strictest confidence and will be destroyed shortly after compiling the results. **DO NOT** provide you name. Please consider your answers carefully and objectively. Even if you are soon departing Air Force Fire Protection, your open, honest, and emotion free responses will help those staying in Air Force Fire Protection and those that follow.

Please indicate your:

Mil/Civ Grade: _____ TAFMSD (federal start date for CIV): _____

Normal Fire Protection Job Position: _____

Gender: _____ Age: _____ DOS (mil): _____

Thanks again for your valuable time and effort!

Paul Kempton & Rod Dodsworth
BUR Researchers, Allied Research Associates, Air Force Research Laboratory

****Please Ensure Your Entire Package is Stapled Together!***

For questions 2-33, please rate the relative amount of stress that each of the listed situations or events causes you. Ratings range from “0” (no stress) to “9” (severe stress). As a guide and benchmark, look at question #1, it has been answered for you. The stress of “Assignment of disagreeable duties” is rated at level “5”. Use this as a guide to assess your level of stress for the remaining areas. If the severity of subsequent stressors is just a little greater than that of disagreeable duties, perhaps it deserves a rating level of 6 or 7.

Stress Rating Level

	0	1	2	3	4	5	6	7	8	9
1. Assignment of disagreeable duties						X				
2. Inadequate salary										
3. Lack of opportunity										
4. Fellow fire fighters not doing their job										
5. Inadequate support by supervisor										
6. Insufficient personnel to handle assignments										
7. Amount of training requirements										
8. Lack of recognition for good work										
9. Frequent interruptions										
10. Dealing with crisis situations										
11. Personal insult from another fire fighter										
12. Poorly motivated co-workers										
13. Lack of participation in policy decisions										
14. Length of work week (72 hours)										
15. Difficulty getting along with supervisor										
16. Inadequate or poor quality equipment										
17. Competition for advancement										
18. Inability to take leave when desired										
19. Attitude toward the Air Force										
20. Excessive paperwork										
21. Meeting suspenses										
22. Critical on-the-spot decisions										
23. Work area noise										
24. Financial difficulties										
25. Poor or inadequate supervision										
26. Covering work for another fire fighter										
27. Assignment of increased responsibility										
28. Conflict with other flights										
29. Assignment of new or unfamiliar duties or tasks										
30. Performing tasks not in job description										
31. Canceled break day (KD)										
32. Frequent changes, boring or demanding activities										
33. Insufficient personal time on –duty										
34. Periods of inactivity										
35. Working overtime (other than lost breakday)										
36. Contingency deployments										
37. Forced to take leave at undesired time										
38. Thoughts about leaving the Air Force/Civil Service										
39. Marital problems										

For the next 39 questions, please rate the frequency that the individual stressors occurred over the last six months. In the first set of questions, you rated the level of stress caused by individual work related stressors and now you will indicate the numbers of times each has occurred. For example, if assignment of disagreeable duties occurred 5 times in the last six months, place an “X” under 5. If the indicated stressor occurred 9 or more times, place an “X” under the 9+ column.

Six Month Stress Frequency

	0	1	2	3	4	5	6	7	8	9+
40. Assignment of disagreeable duties										
41. Inadequate salary										
42. Lack of opportunity										
43. Fellow fire fighters not doing their job										
44. Inadequate support by supervisor										
45. Insufficient personnel to handle assignments										
46. Training requirements overwhelming										
47. Lack of recognition for good work										
48. Frequent interruptions										
49. Dealing with crisis situations										
50. Personal insult from another fire fighter										
51. Poorly motivated co-workers										
52. Lack of participation in policy decisions										
53. Length of work week (72 hours) a burden										
54. Difficulty getting along with supervisor										
55. Inadequate or poor quality equipment										
56. Competition for advancement										
57. Inability to take leave when desired										
58. Attitude toward the Air Force hindered work performance										
59. Excessive paperwork										
60. Meeting suspenses										
61. Critical on-the-spot decisions										
62. Work area noise										
63. Financial difficulties occurred										
64. Poor or inadequate supervision										
65. Covering work for another fire fighter										
66. Assignment of increased responsibility										
67. Conflict with other flights										
68. Assignment of new or unfamiliar duties or tasks										
69. Performing tasks not in job description										
70. Canceled break day (KD)										
71. Frequent changes, boring or demanding activities										
72. Insufficient personal time on-duty										
73. Periods of inactivity										
74. Worked overtime (other than lost break day)										
75. Contingency deployments										
76. Forced to take leave at undesired time										
77. Thoughts about leaving the Air Force/Civil Service										
78. Marital problems occurred										

Please circle the appropriate responses:

79. Do you plan to make Air Force fire protection a career?

- a. YES b. NO

80. Are you planning on retraining voluntarily or leaving the service after this enlistment?

- a. YES b. NO
c. N/A

81. The THREE most negative aspects of my job as an Air Force fire fighter is:

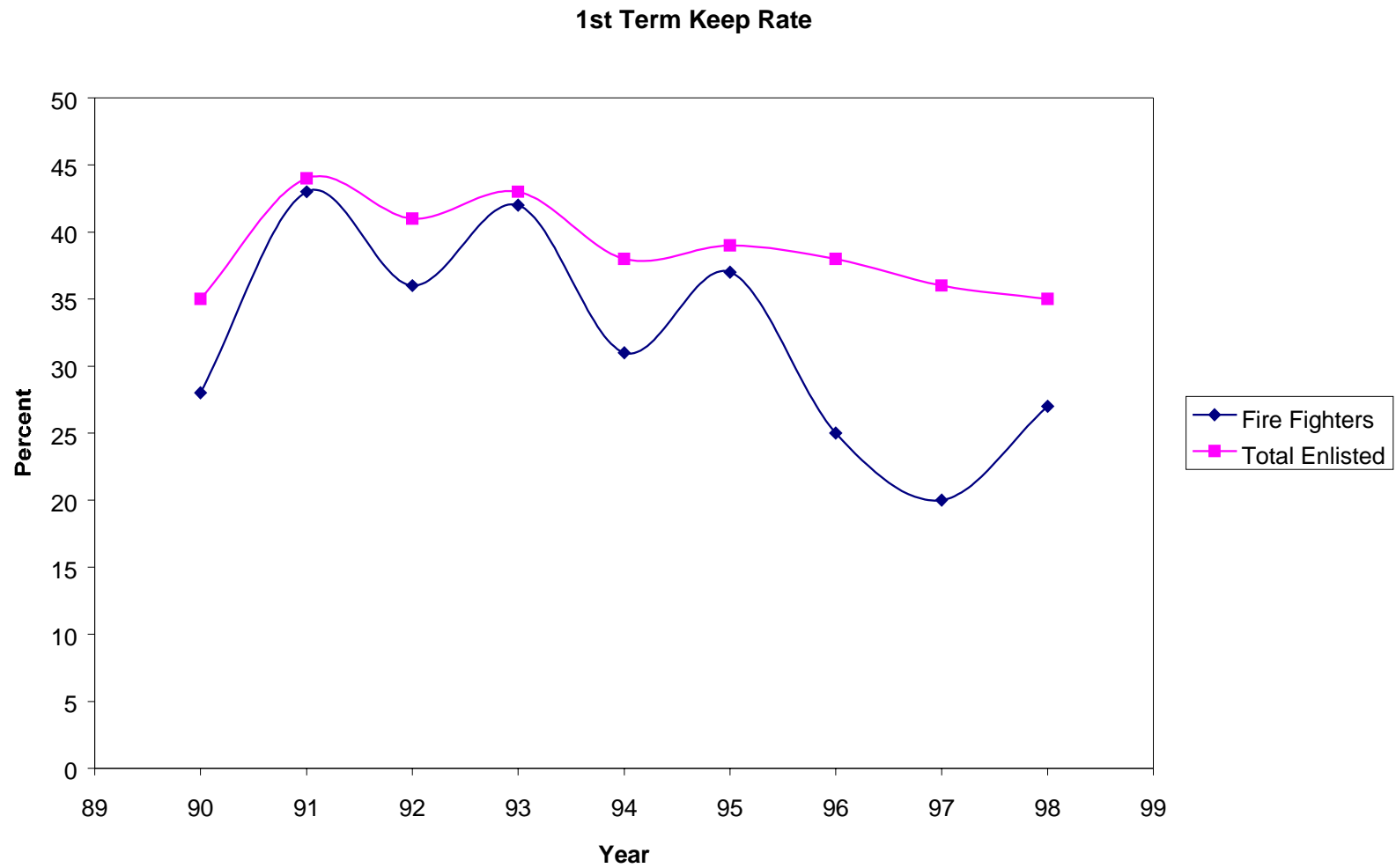
- | | |
|--|--|
| a. Inadequate training | b. Too much training |
| c. 72+ hour workweek | d. Frequent loss of break day |
| e. Job too boring | f. Never wanted to be a fire fighter |
| g. Too many deployments | h. Inability to plan my life (off-duty time) |
| i. Low pay | j. Not enough real action (fires & emergencies) |
| k. Don't like my current assignment | l. Inability to move more often |
| m. Just want to be a civilian fire fighter | n. Current position not commensurate with my grade and experience |
| o. Inability to take leave when I want | p. Forced to take leave when I don't want to (To keep from entering lost leave status) |
| q. Inability to continue education | r. Lack of skilled leadership and supervision |

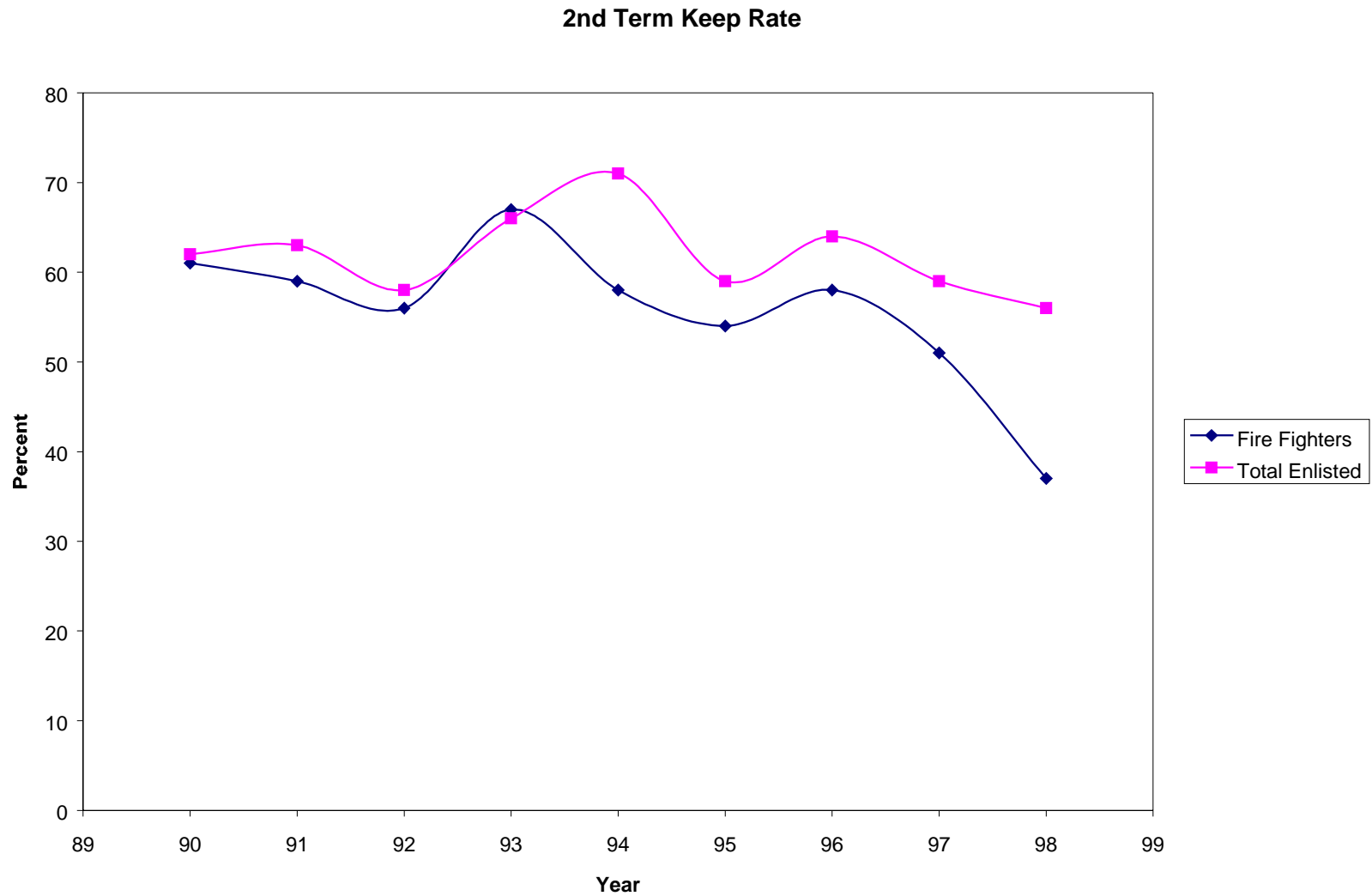
s. Other explain): _____

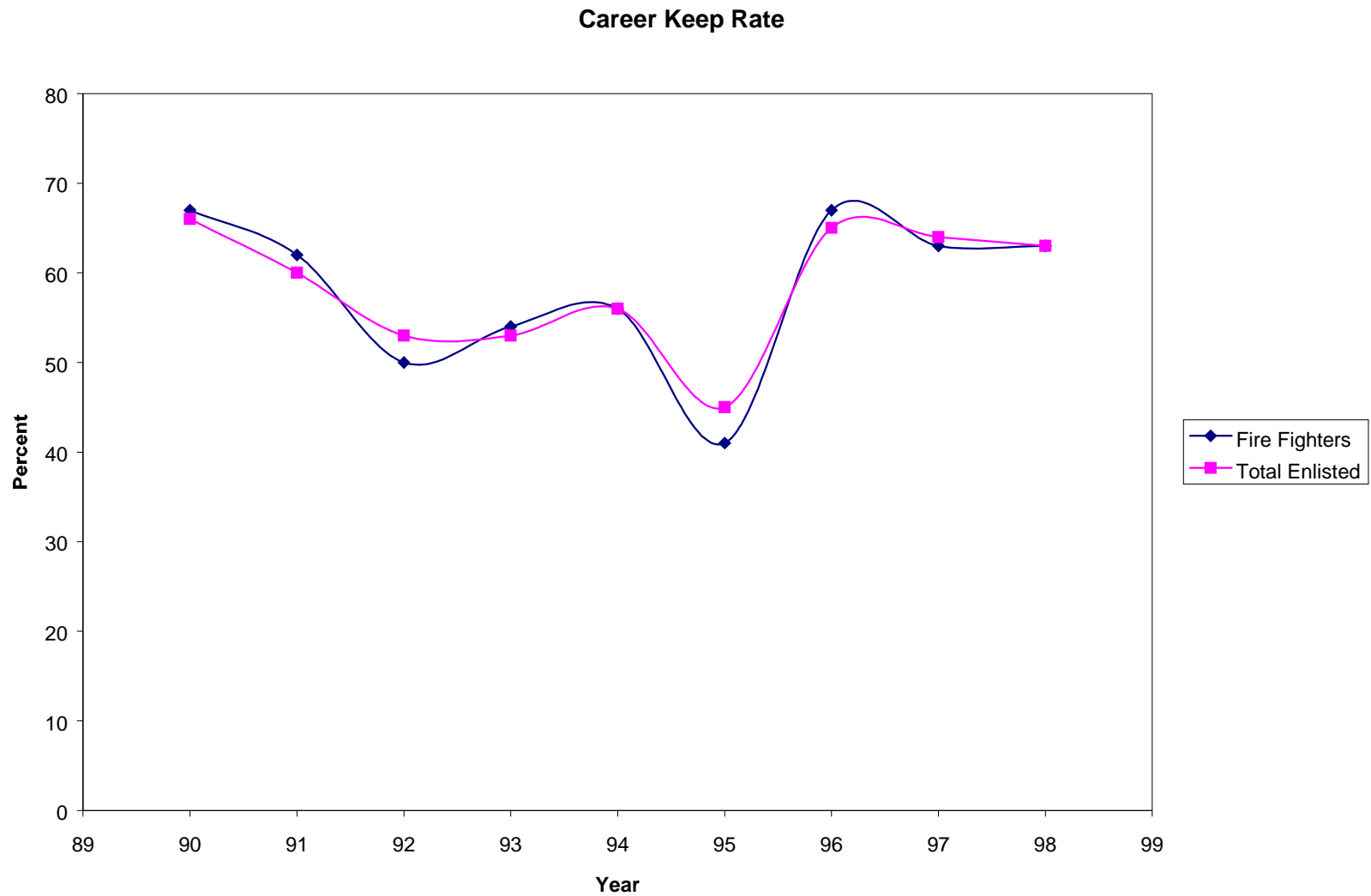
82. If you had unlimited resources (money, people, etc.), what is the best single thing you would do to improve Air Force fire protection to encourage personnel to stay as a career?

83. Further comments, concerns, and statements you would like to convey to the Bottom-Up-Review researchers:

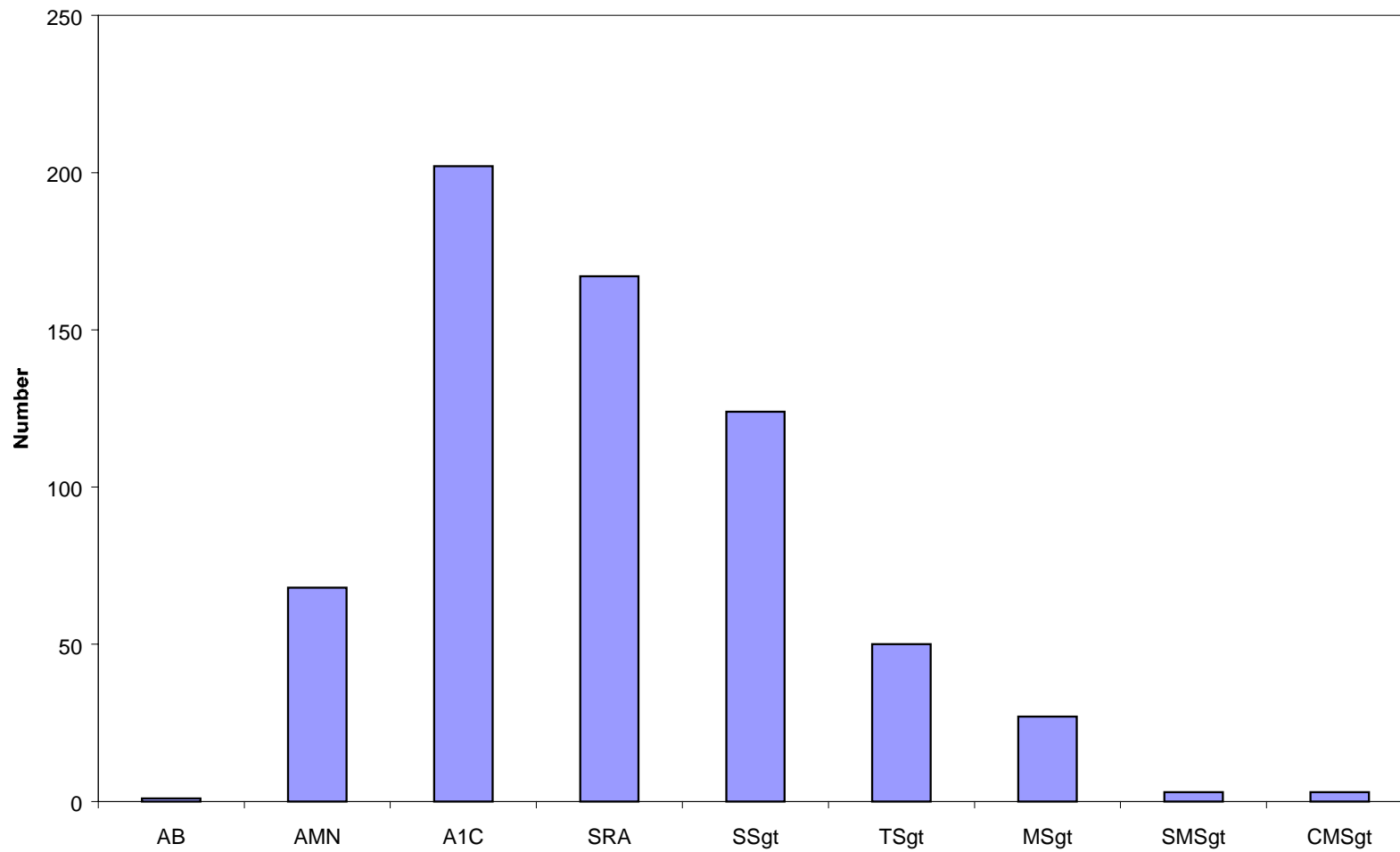
_____.continue as necessary....



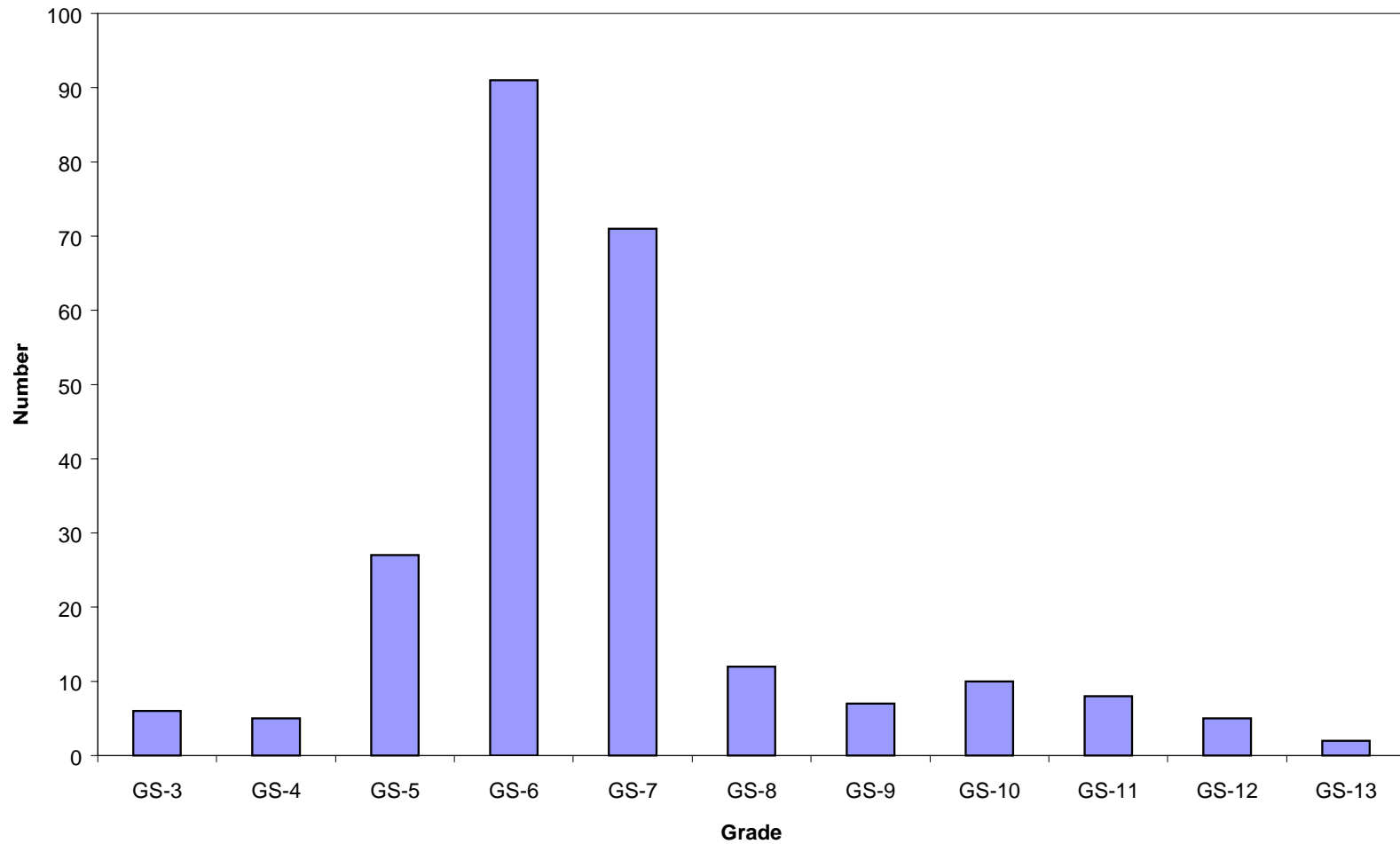




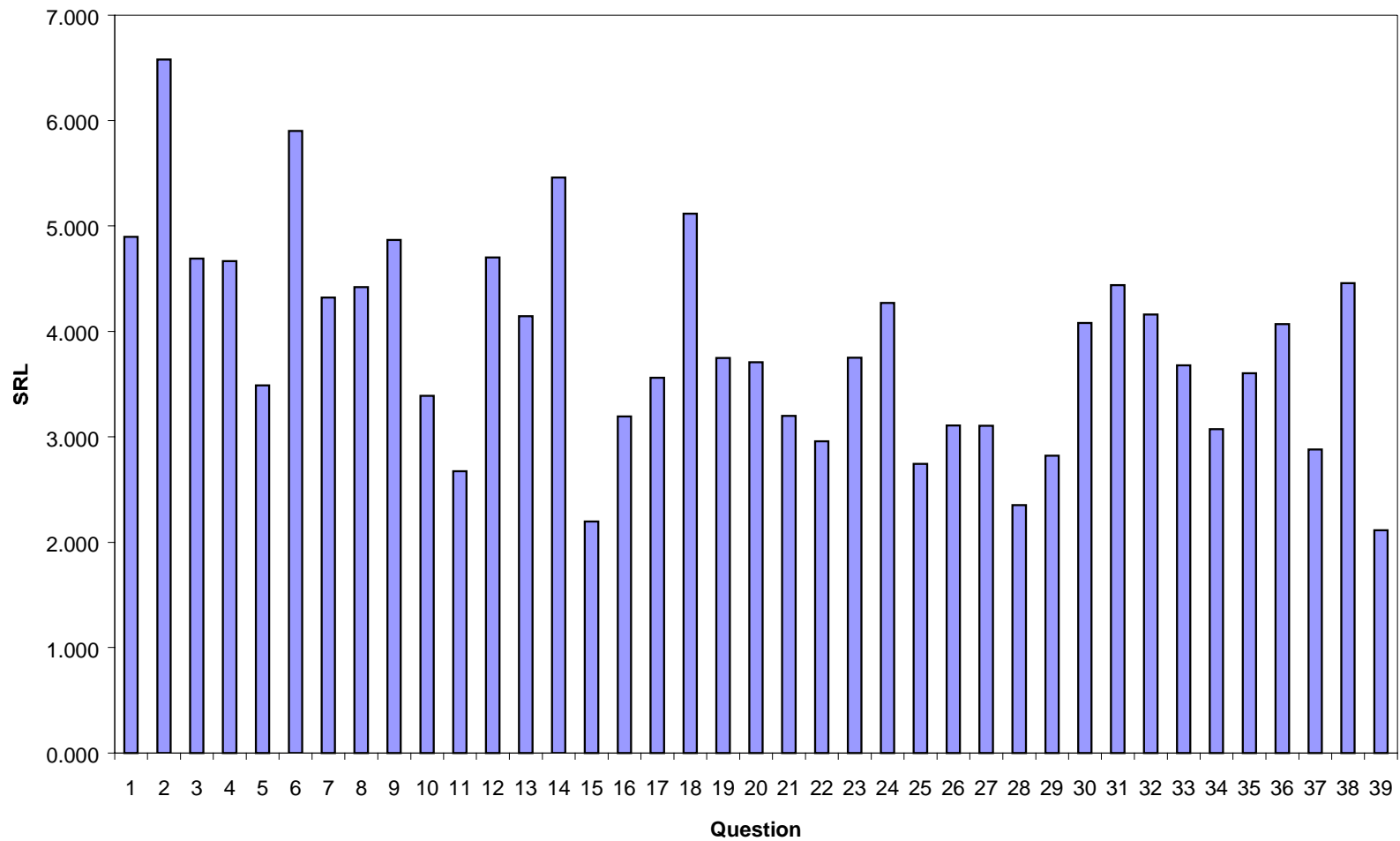
3E7X1 By Rank (N=647)



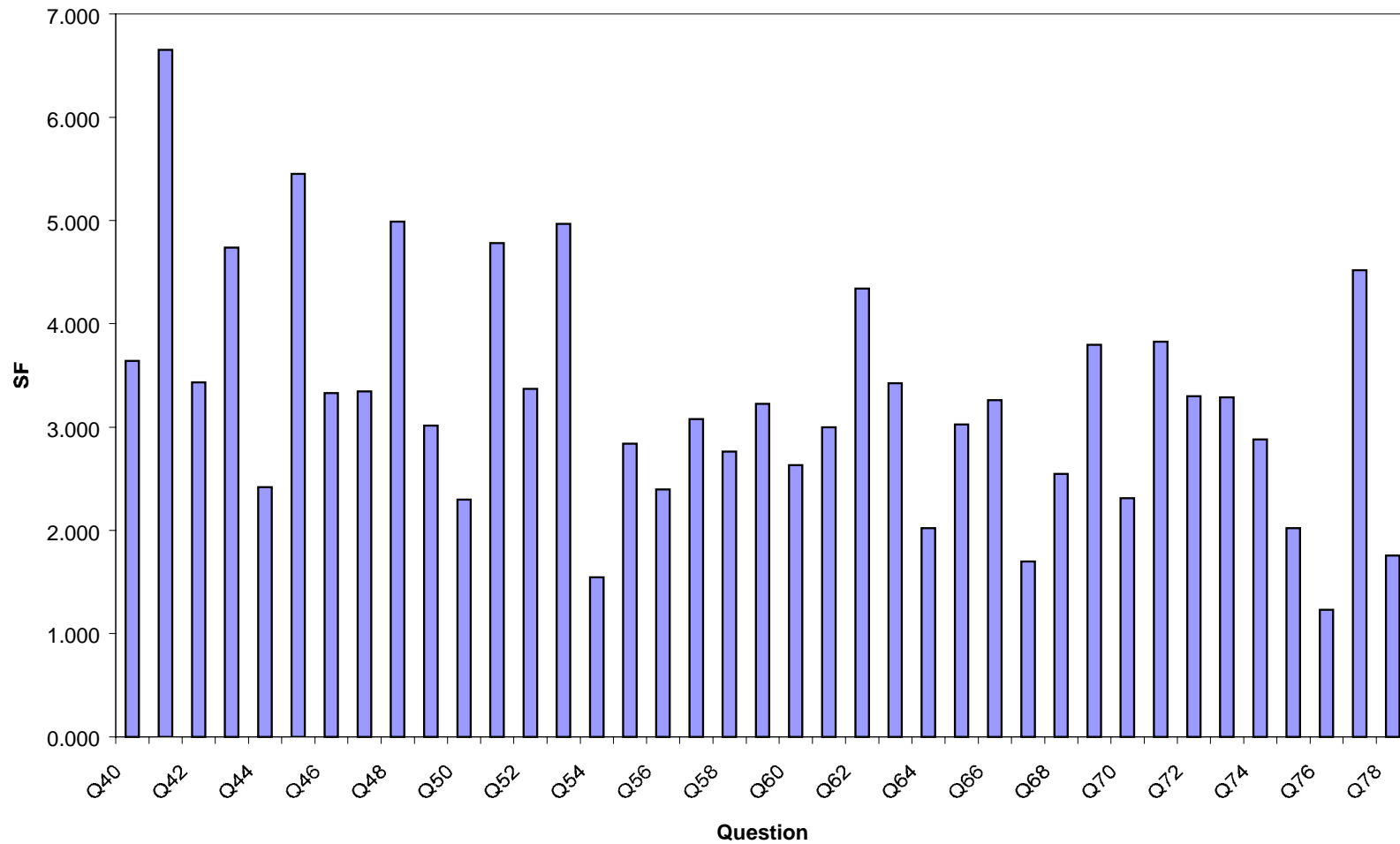
GS Fire Fighters by Grade (N=254)



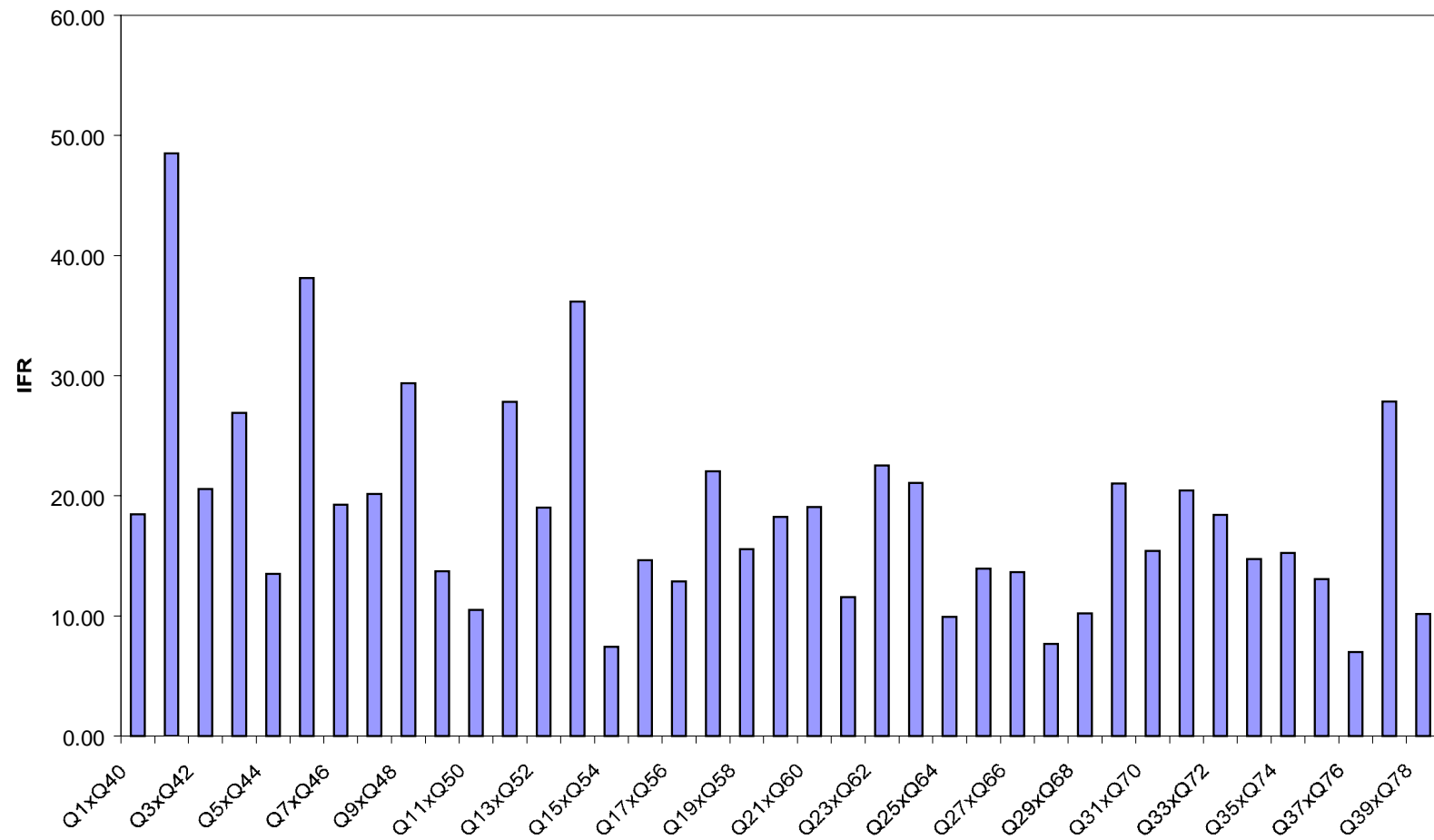
Active Duty & Civilian Mean Stress Rating Level (SRL)



Active Duty & Civilian Semi-Annual Mean Stress Frequency (SF)

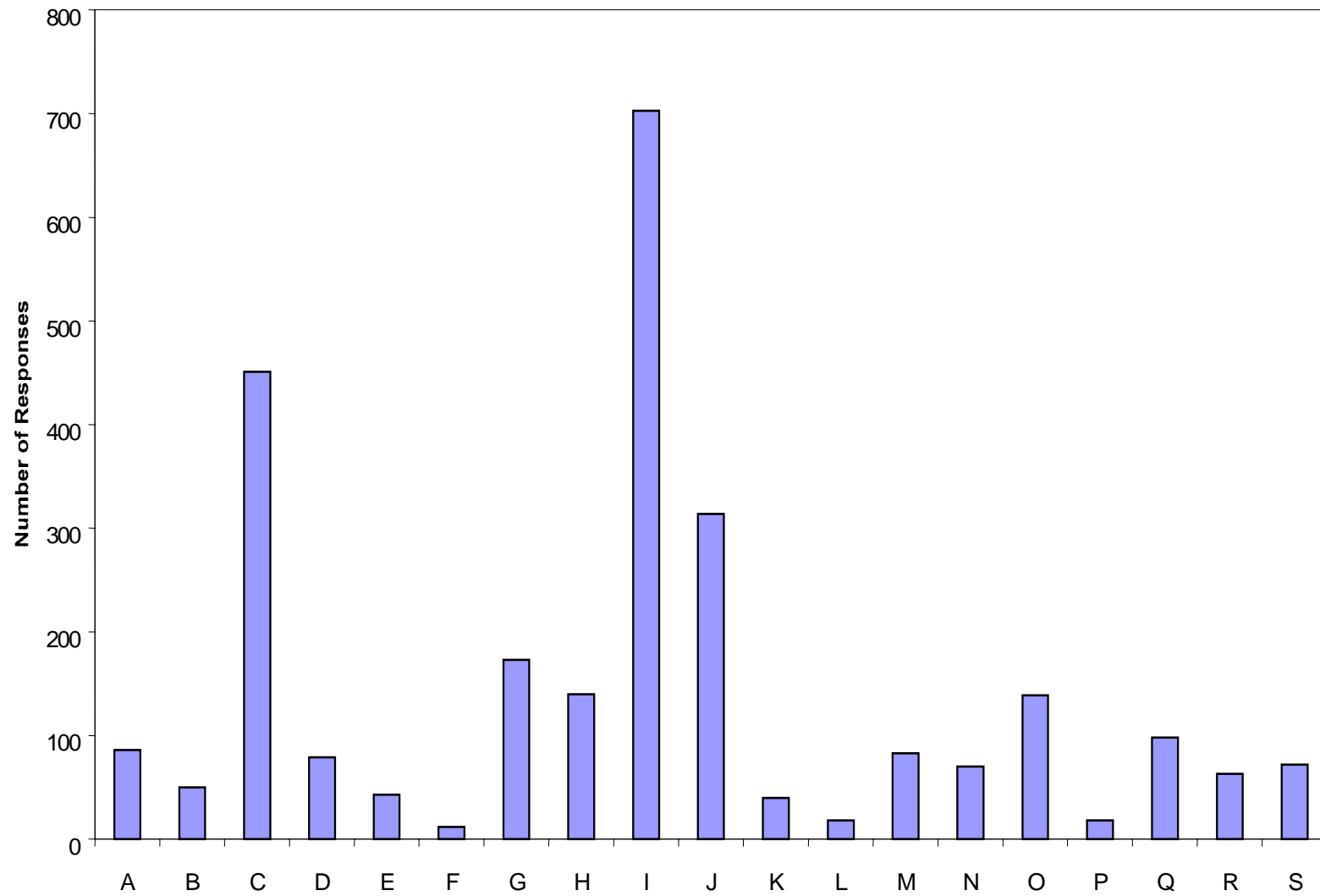


Active Duty & Civilian Intensity x Frequency (IFR)

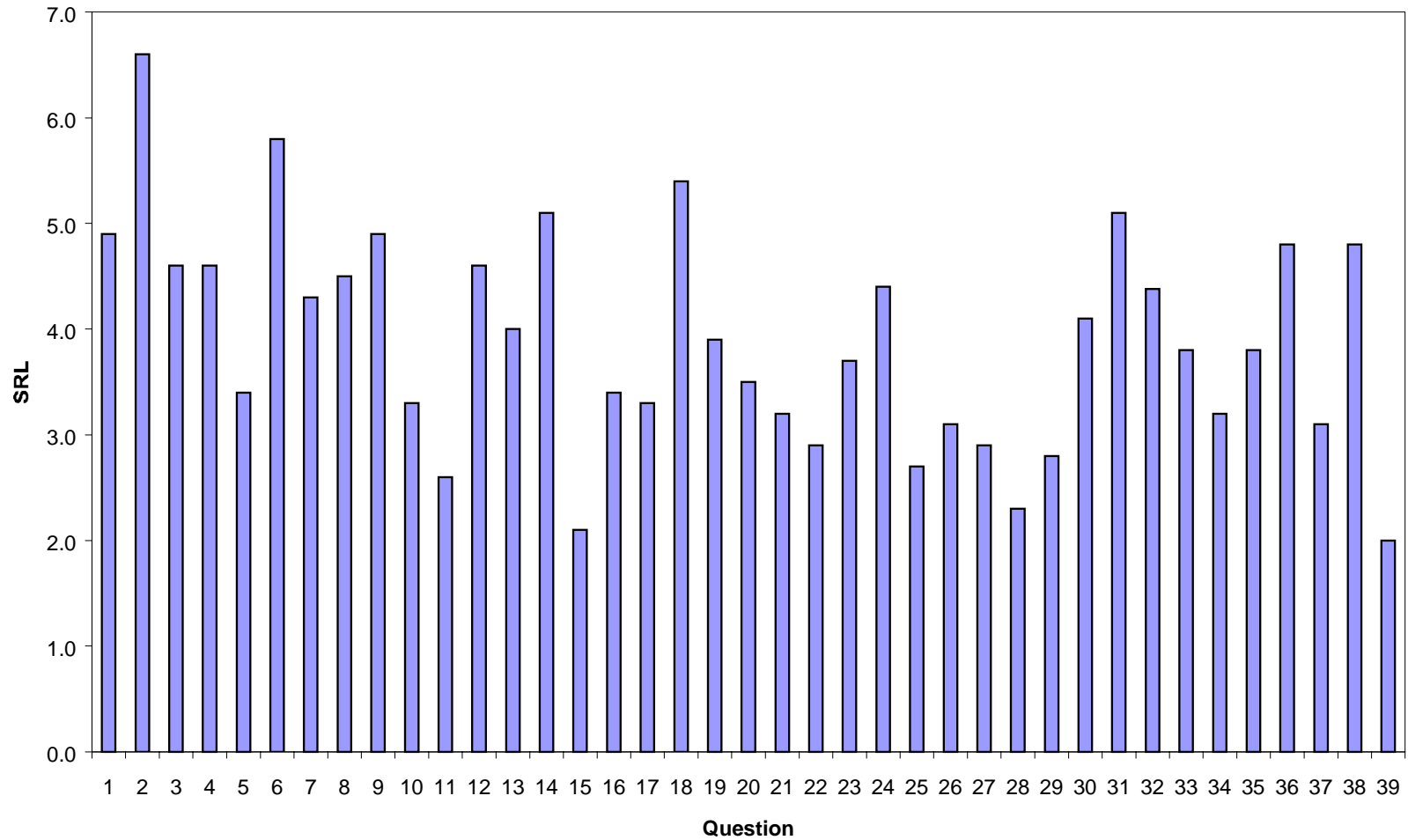


Active Duty & Civilian Question #81 Responses

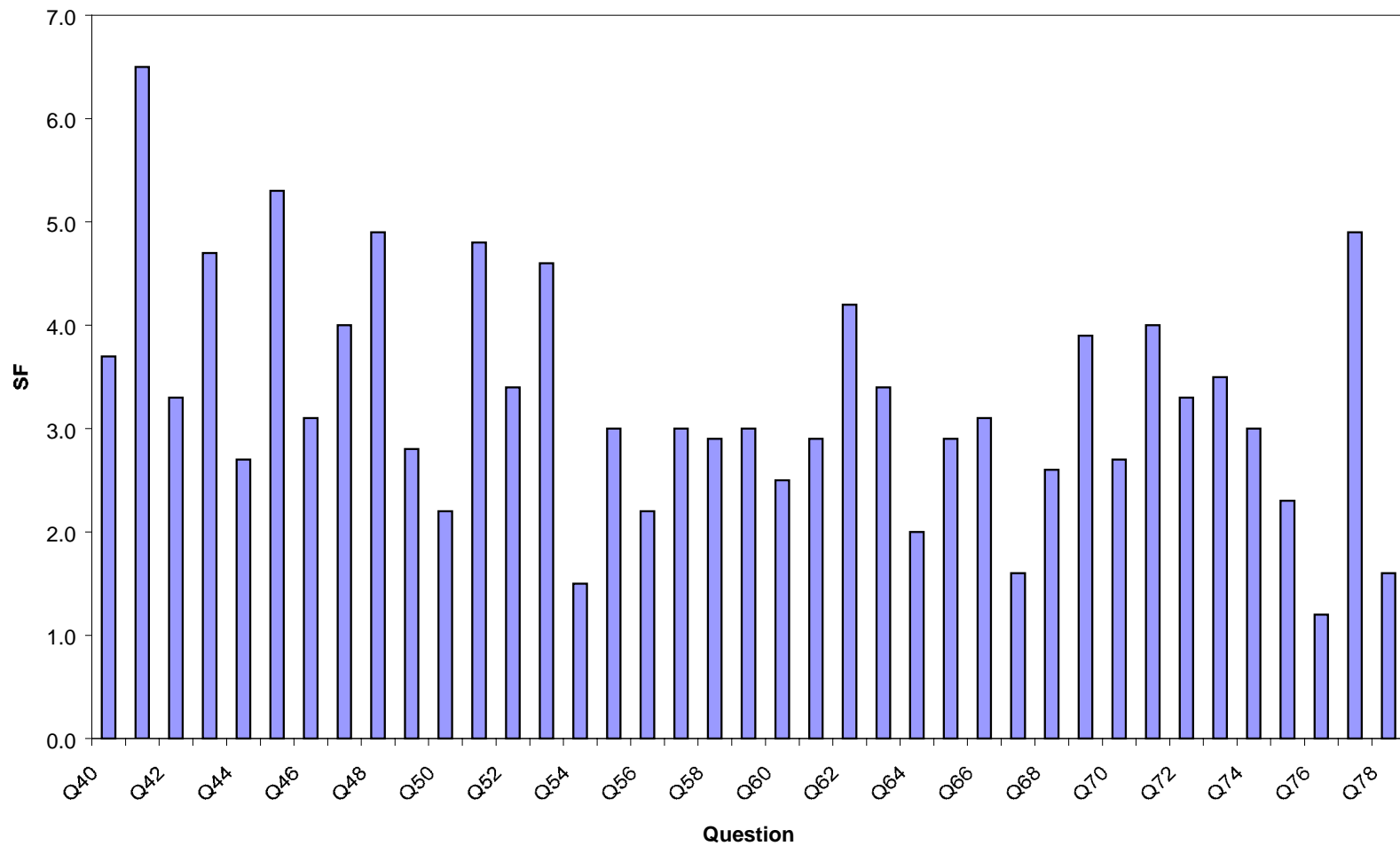
United States Air Force Fire Fighting Bottom Up Review



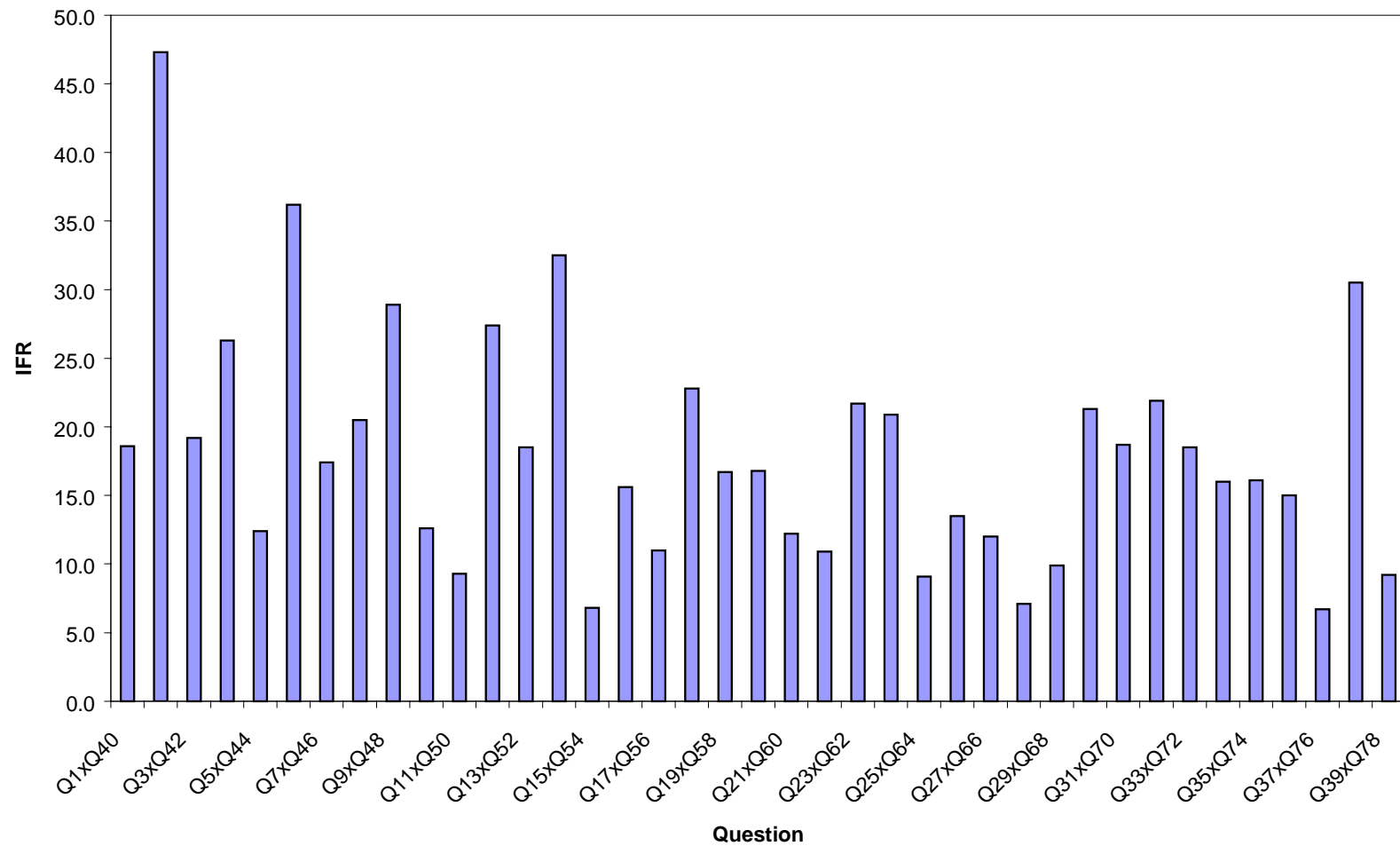
Active Duty Mean Stress Rating Level (SRL)



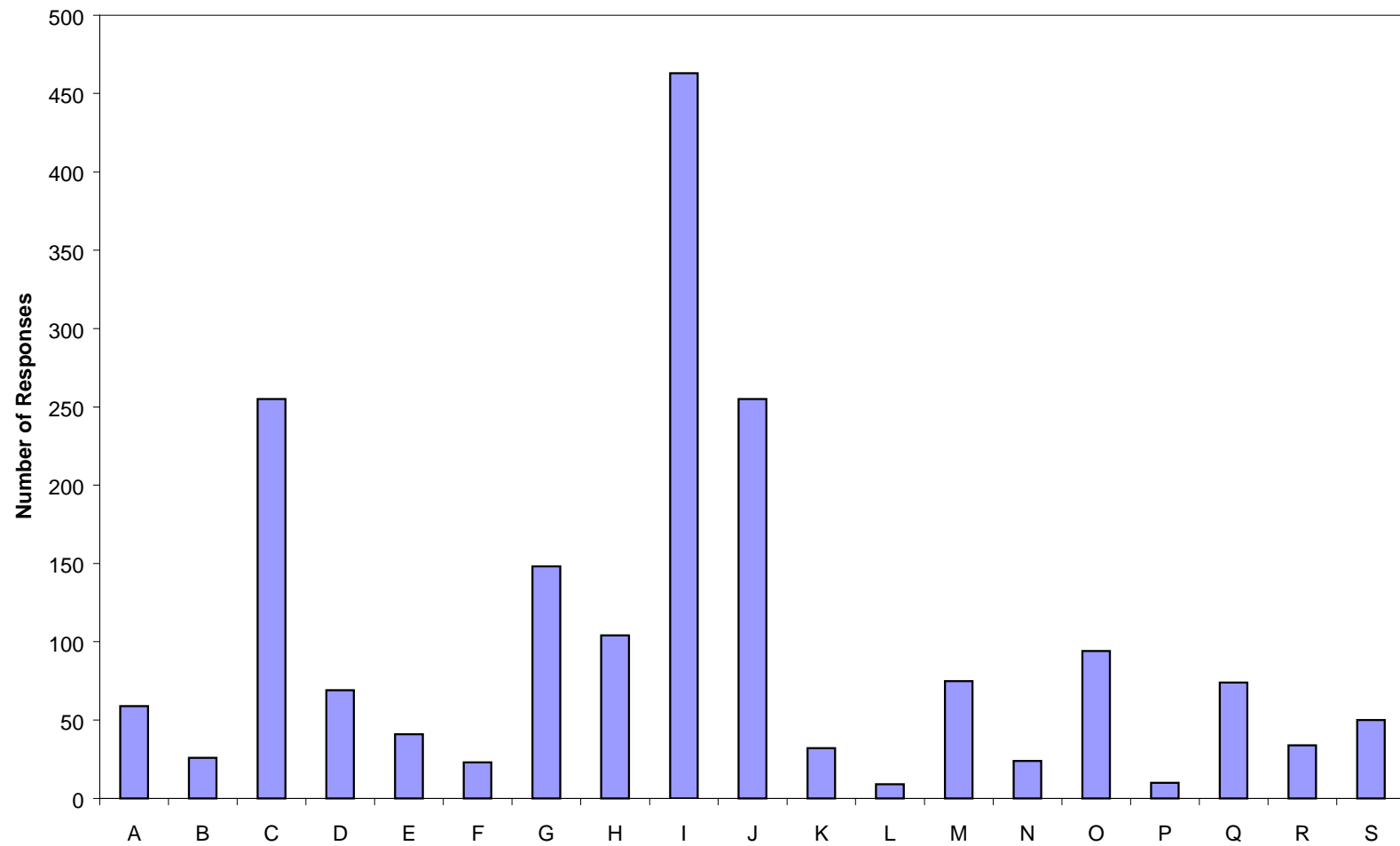
Active Duty Semi-Annual Mean Stress Frequency (SF)



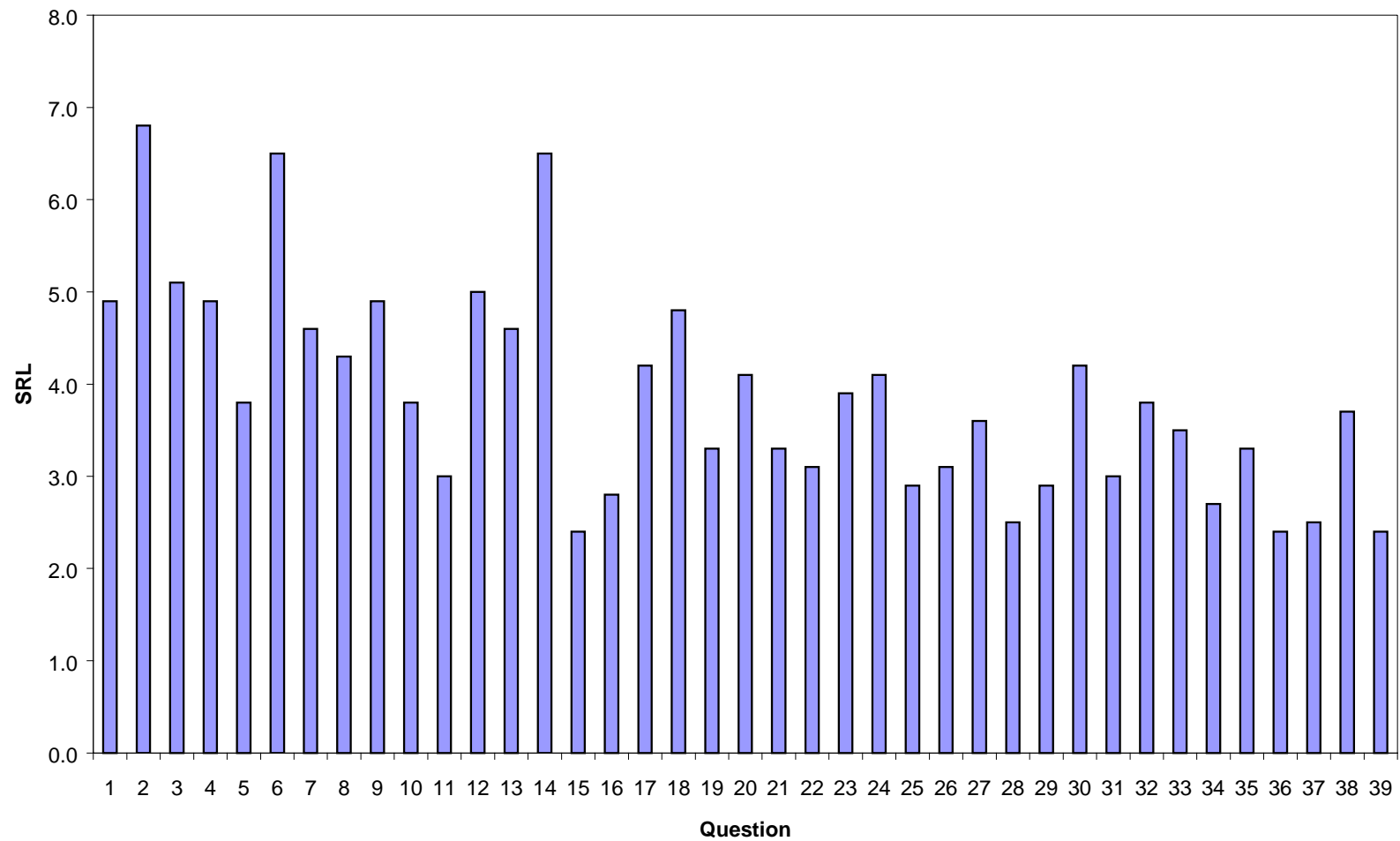
Active Duty Intensity x Frequency (IFR)



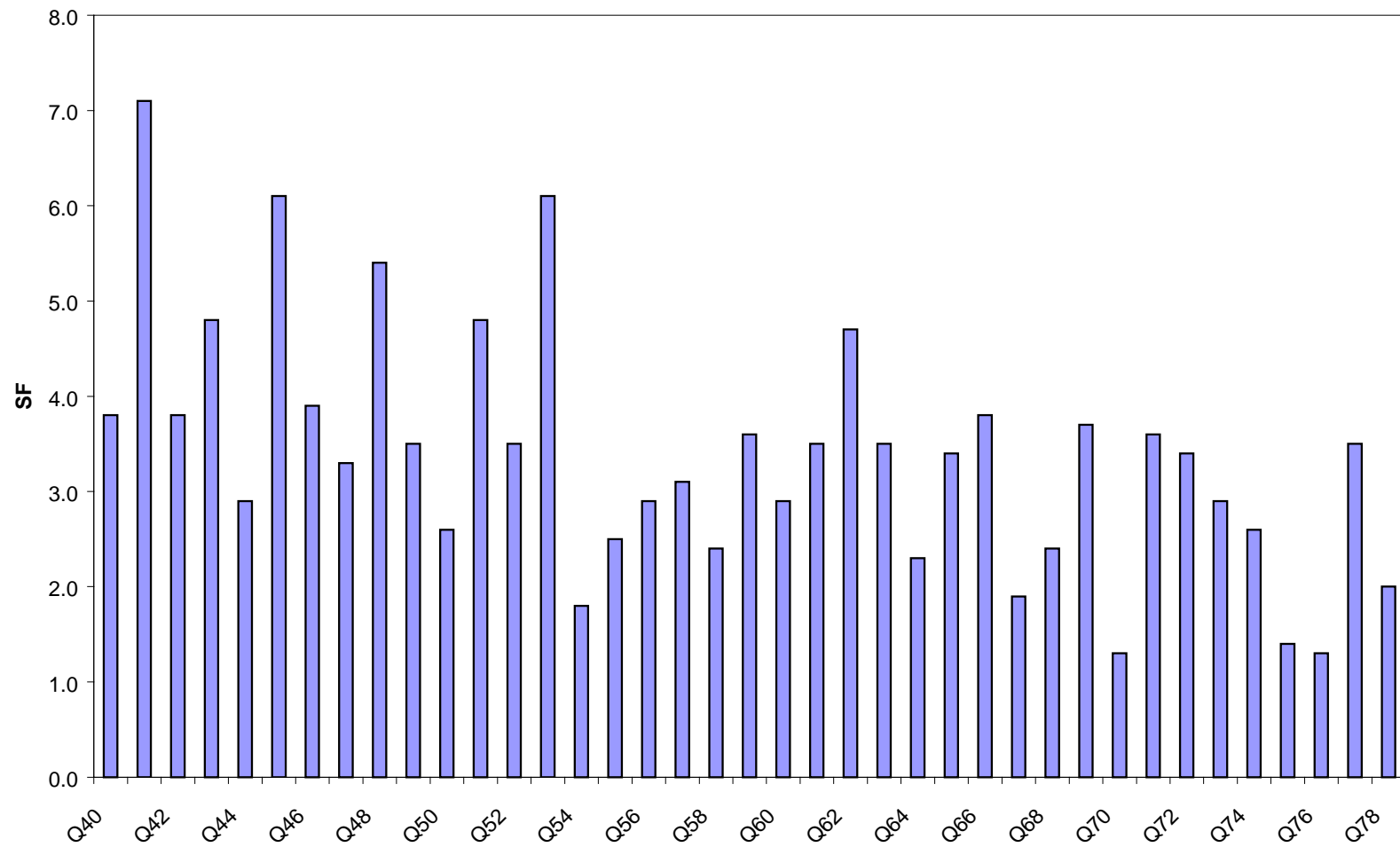
Active Duty Question #81 Responses



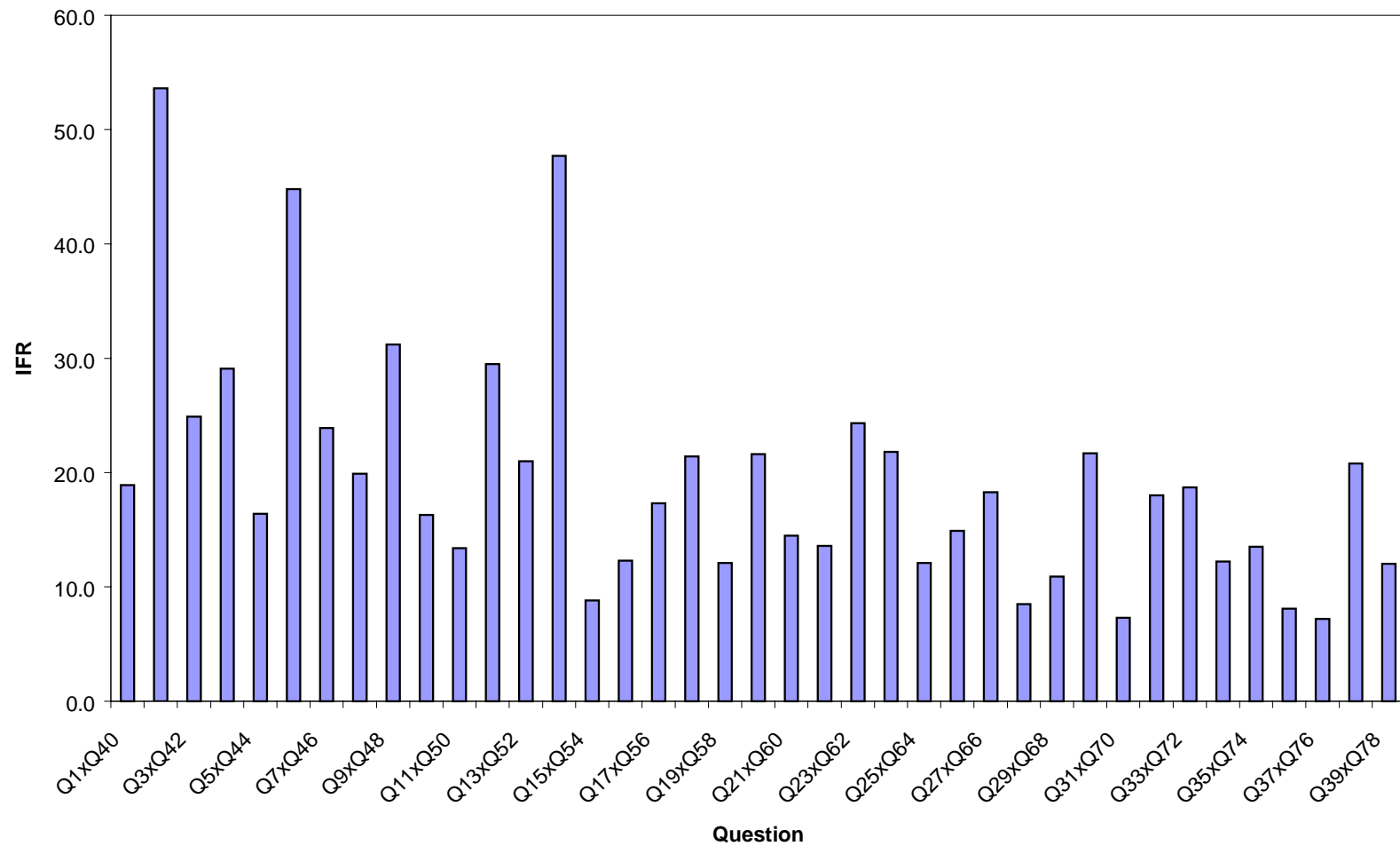
Civilian Mean Stress Rating Level (SRL)



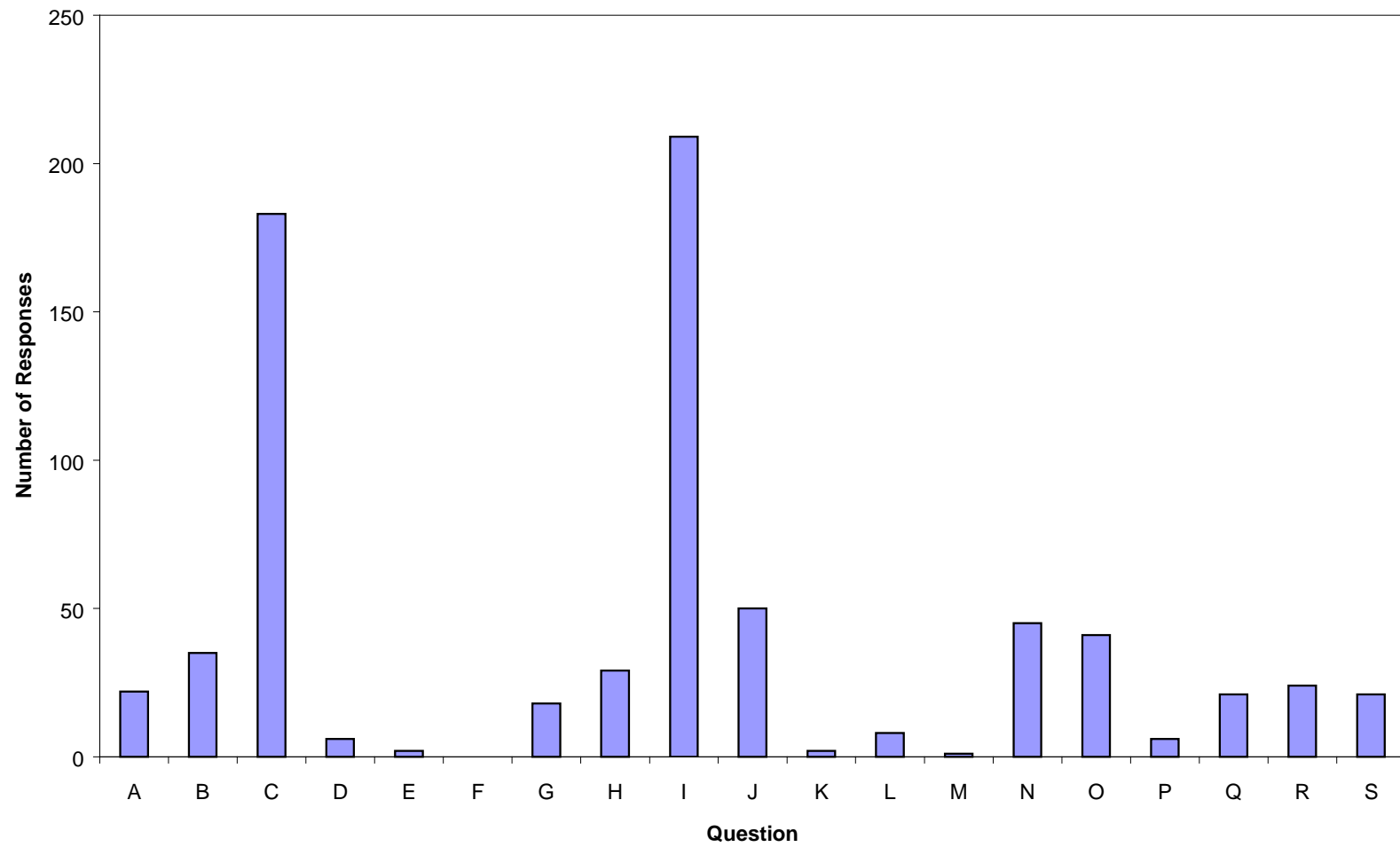
Civilian Semi-annual Mean Stress Frequency (SF)



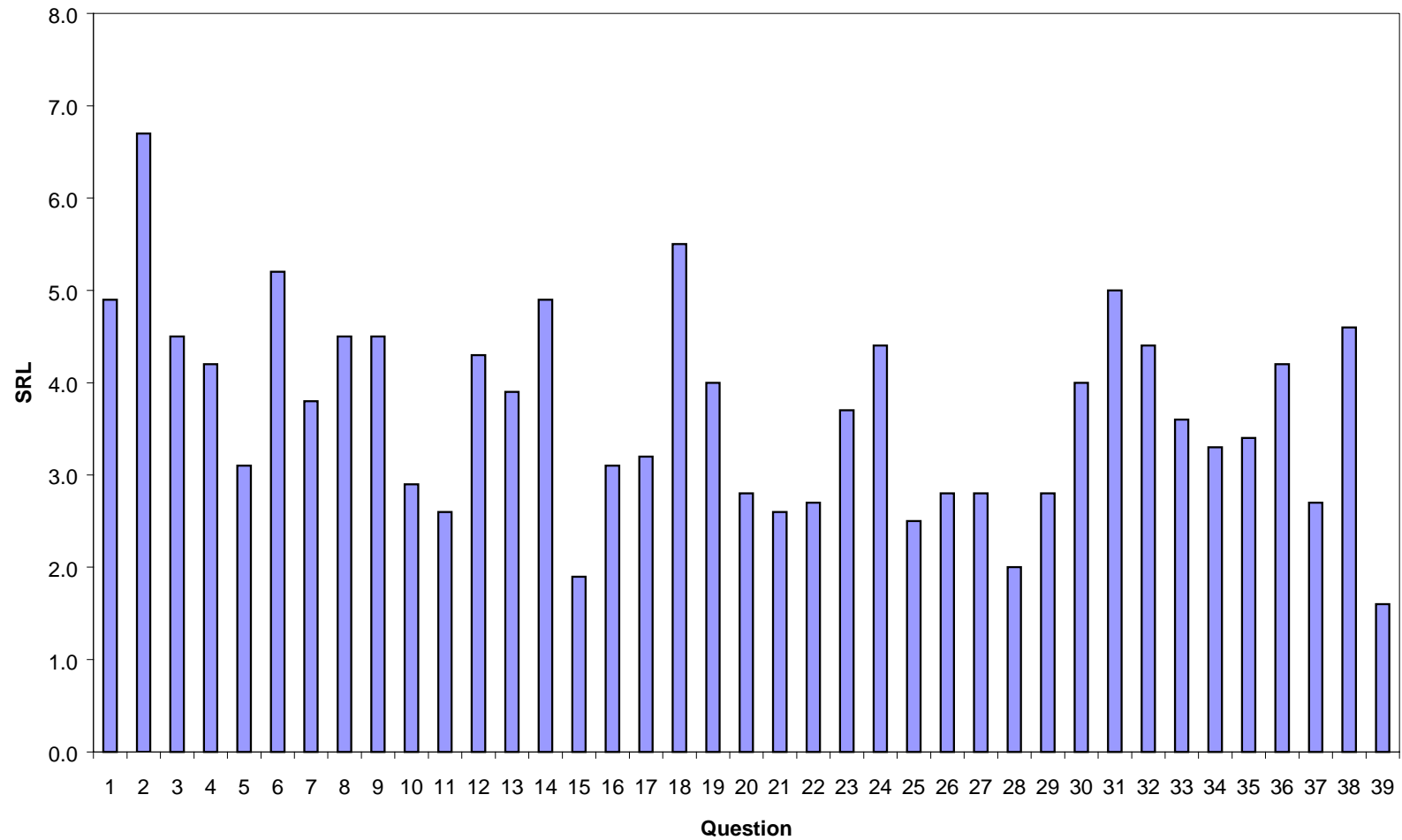
Civilian Intensity x Frequency



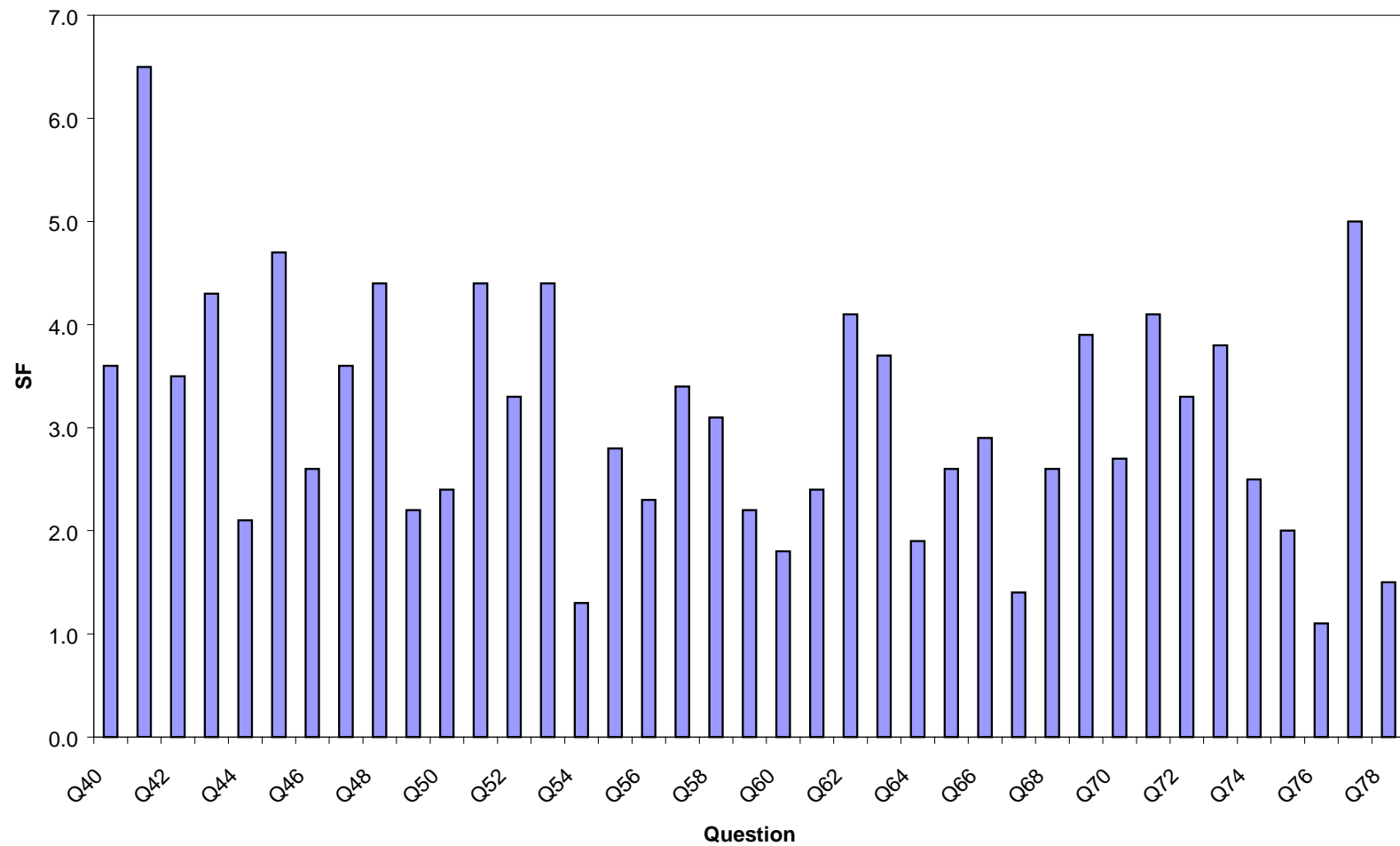
Civilian Question #81 Responses



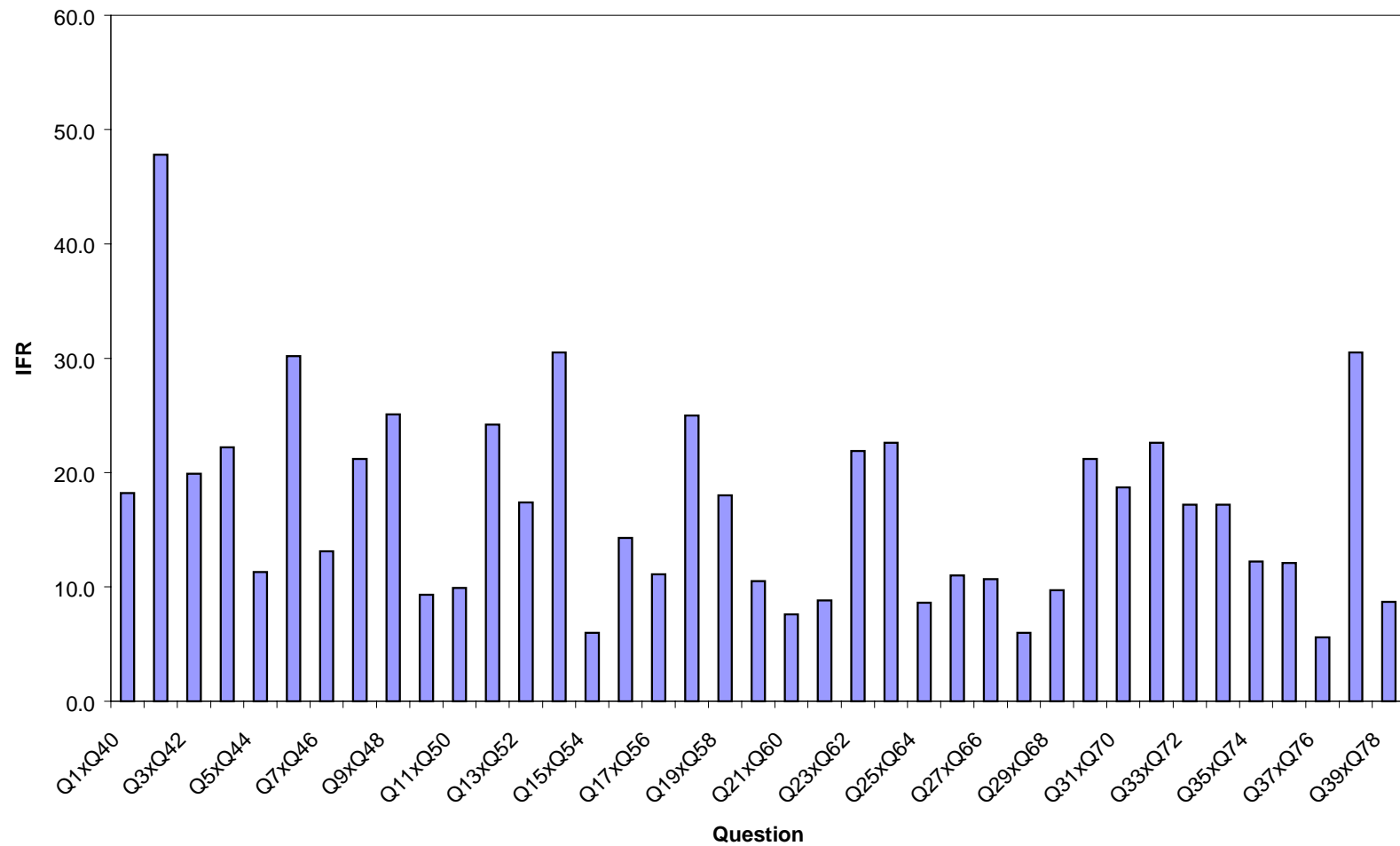
E1-E4 Mean Stress Rating Level (SRL)



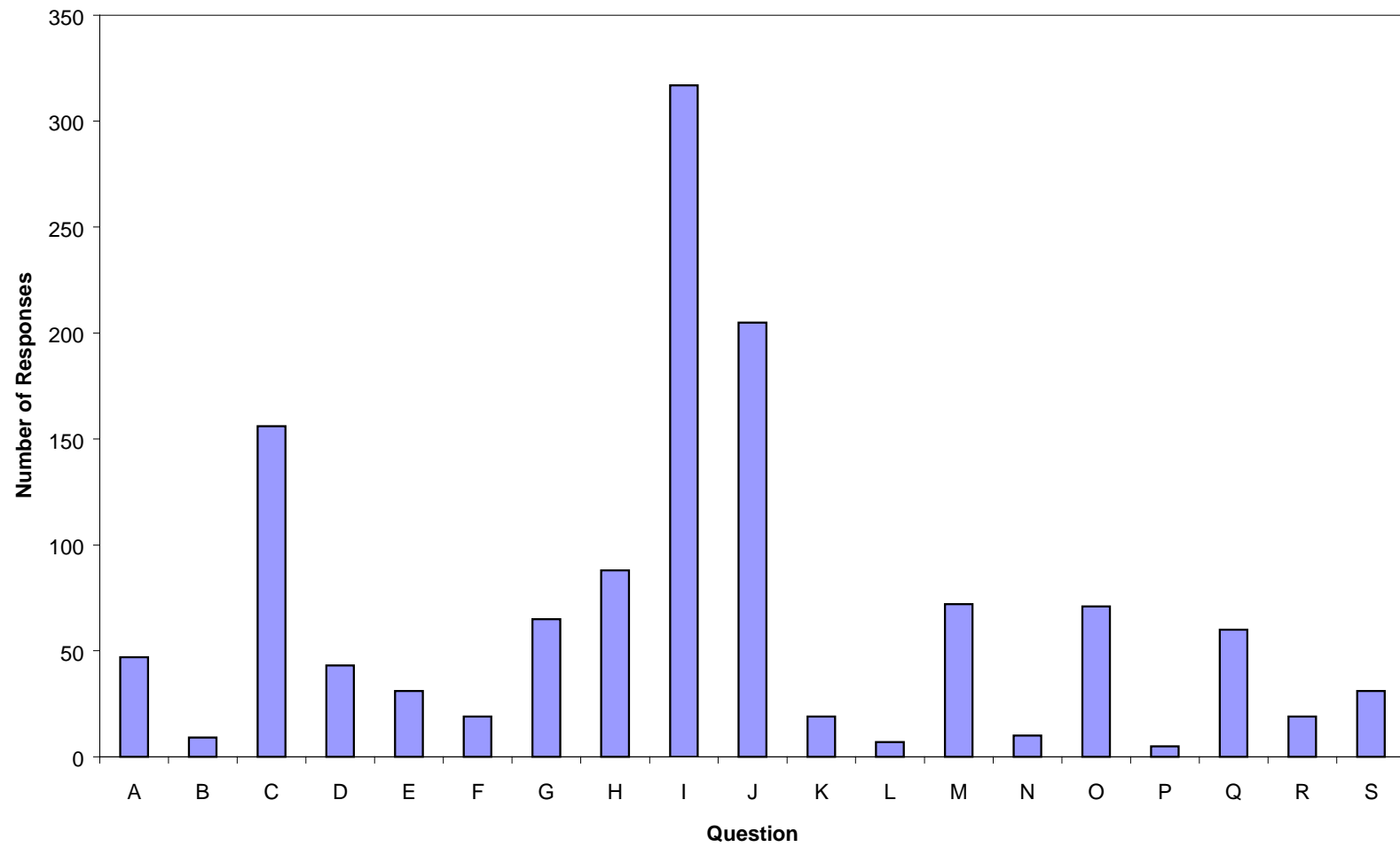
E1-E4 Semi-Annual Mean Stress Frequency (SF)



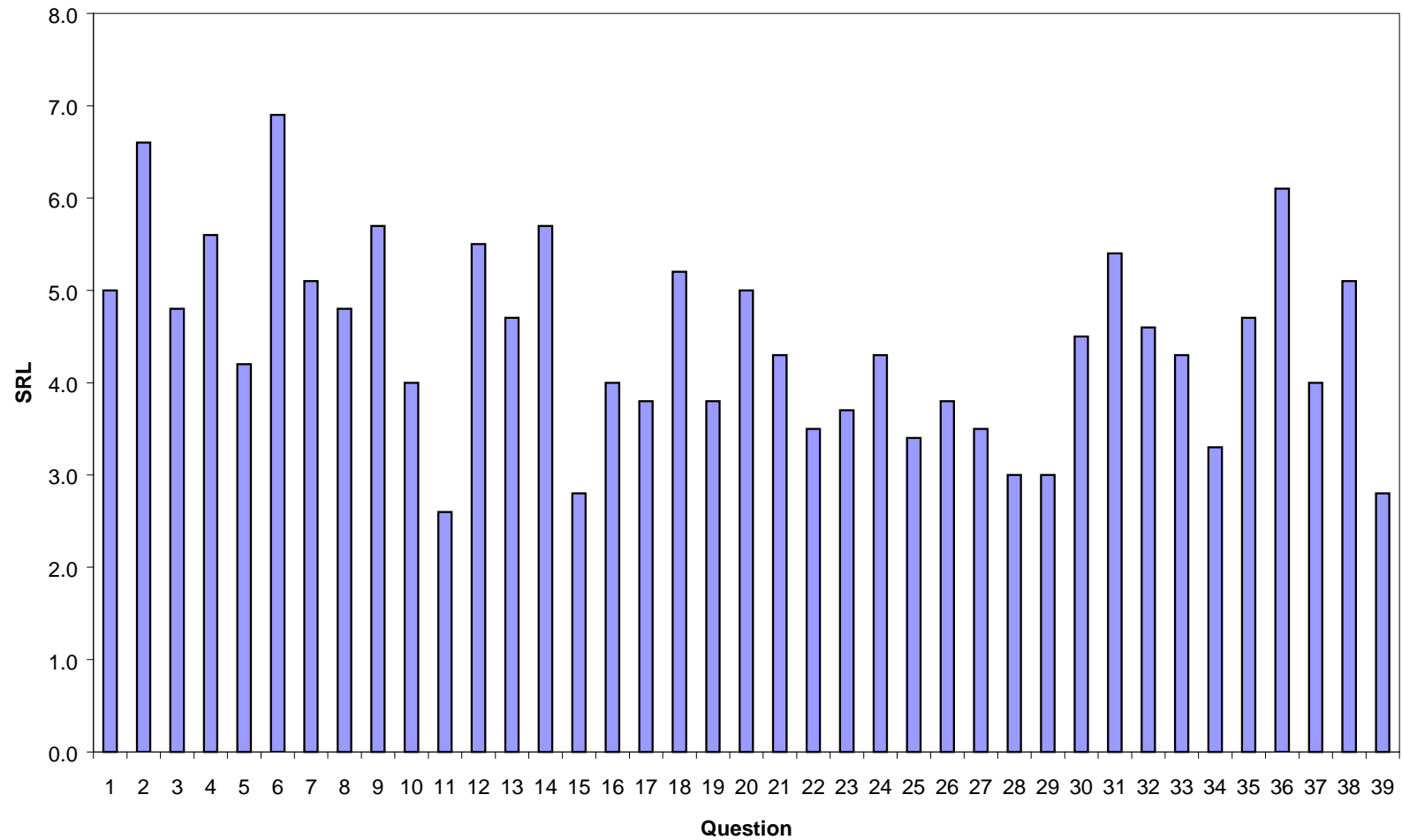
E1-E4 Intensity x Frequency (IFR)



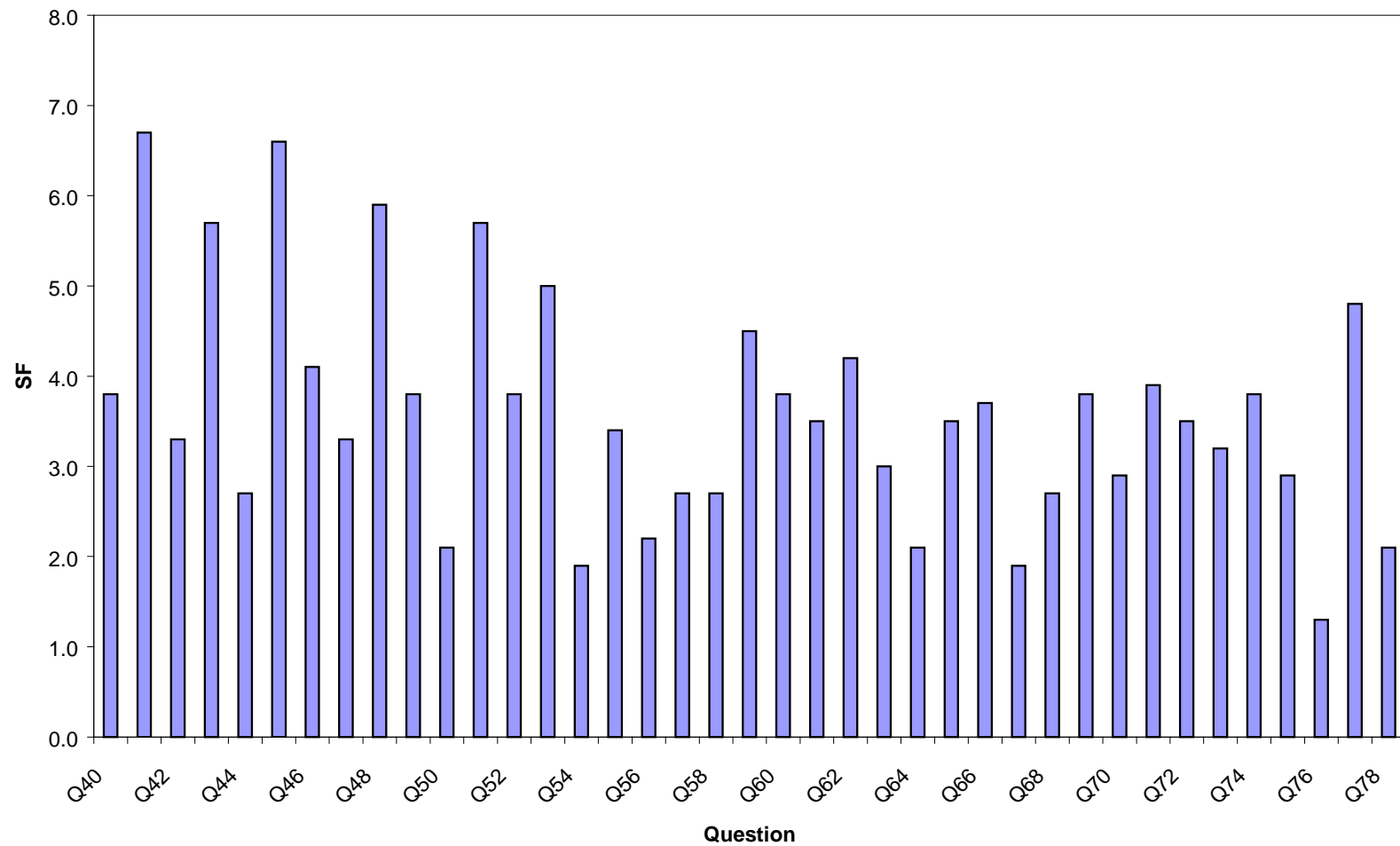
E1-E4 Question #81 Responses



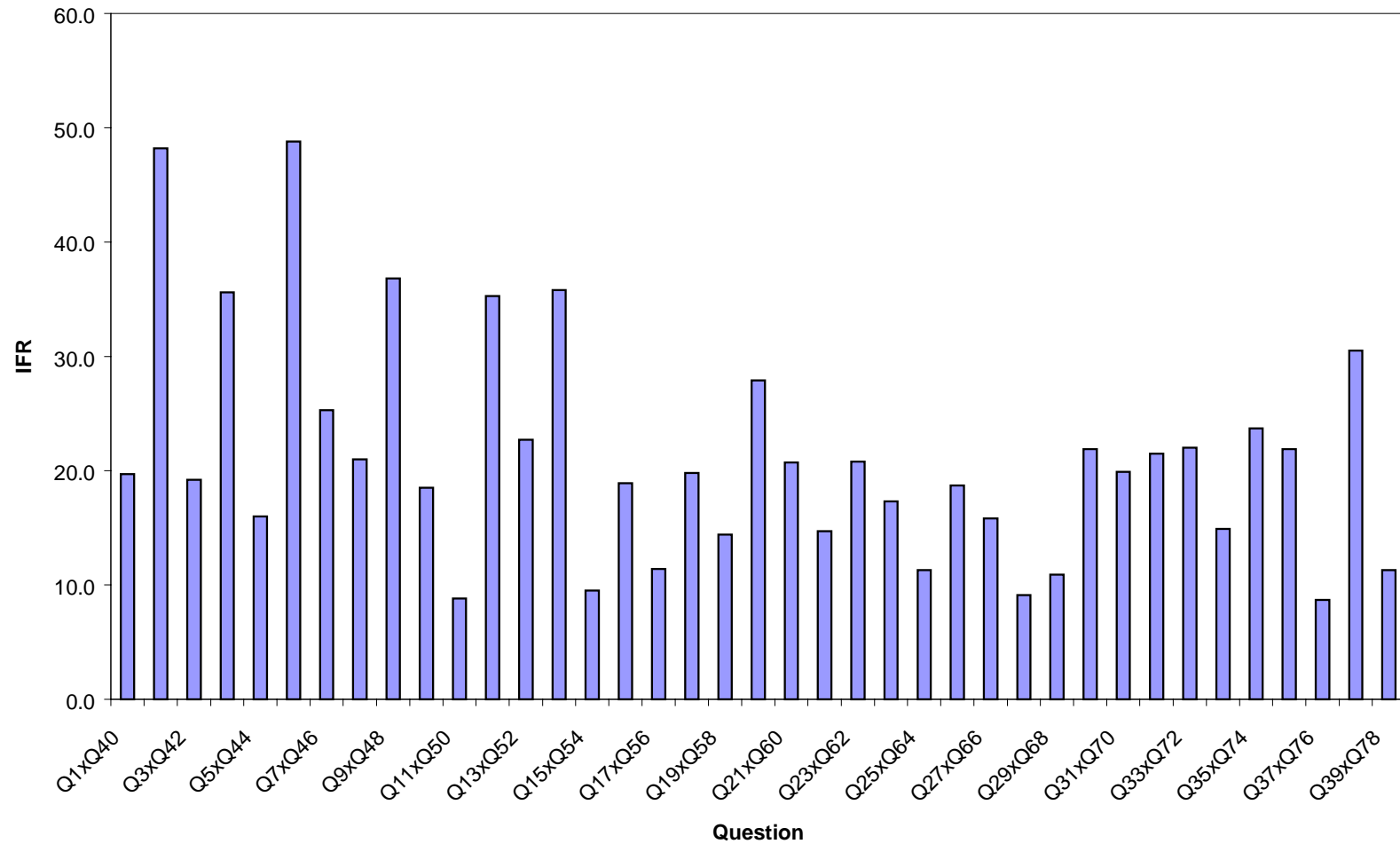
E5-E6 Mean Stress Rating Level (SRL)



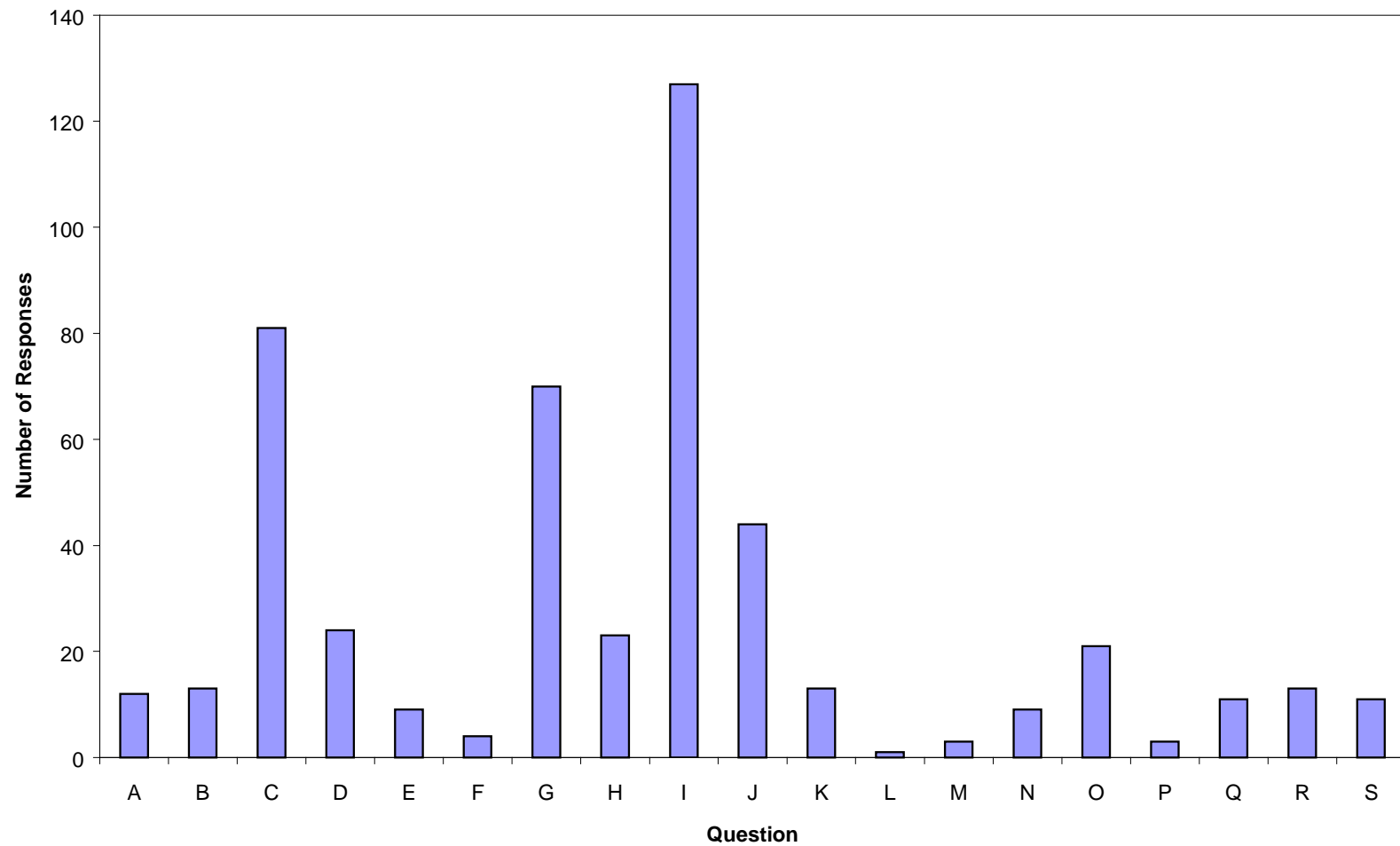
E5-E6 Semi Annual Mean Stress Frequency (SF)



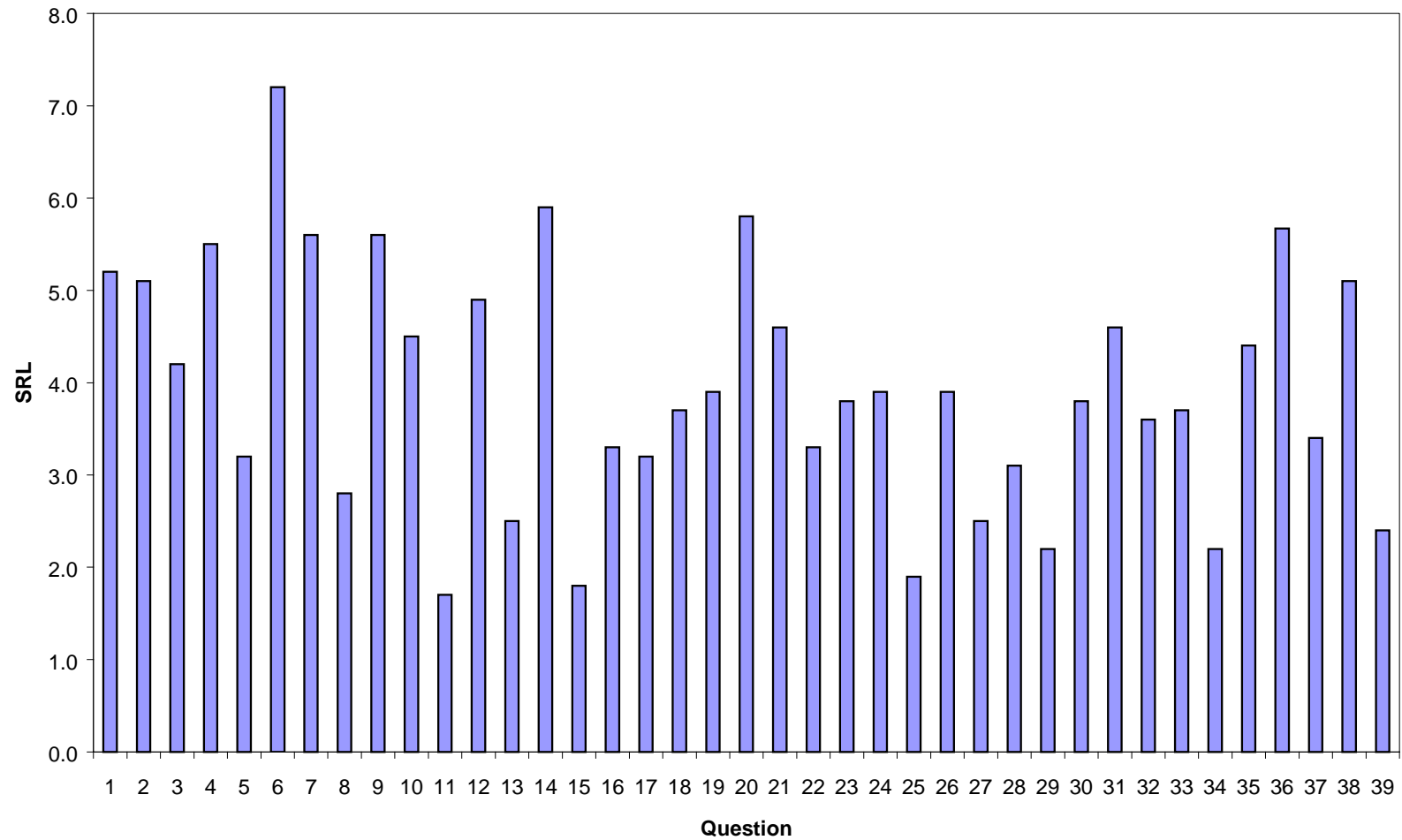
E5-E6 Intensity x Frequency (IFR)



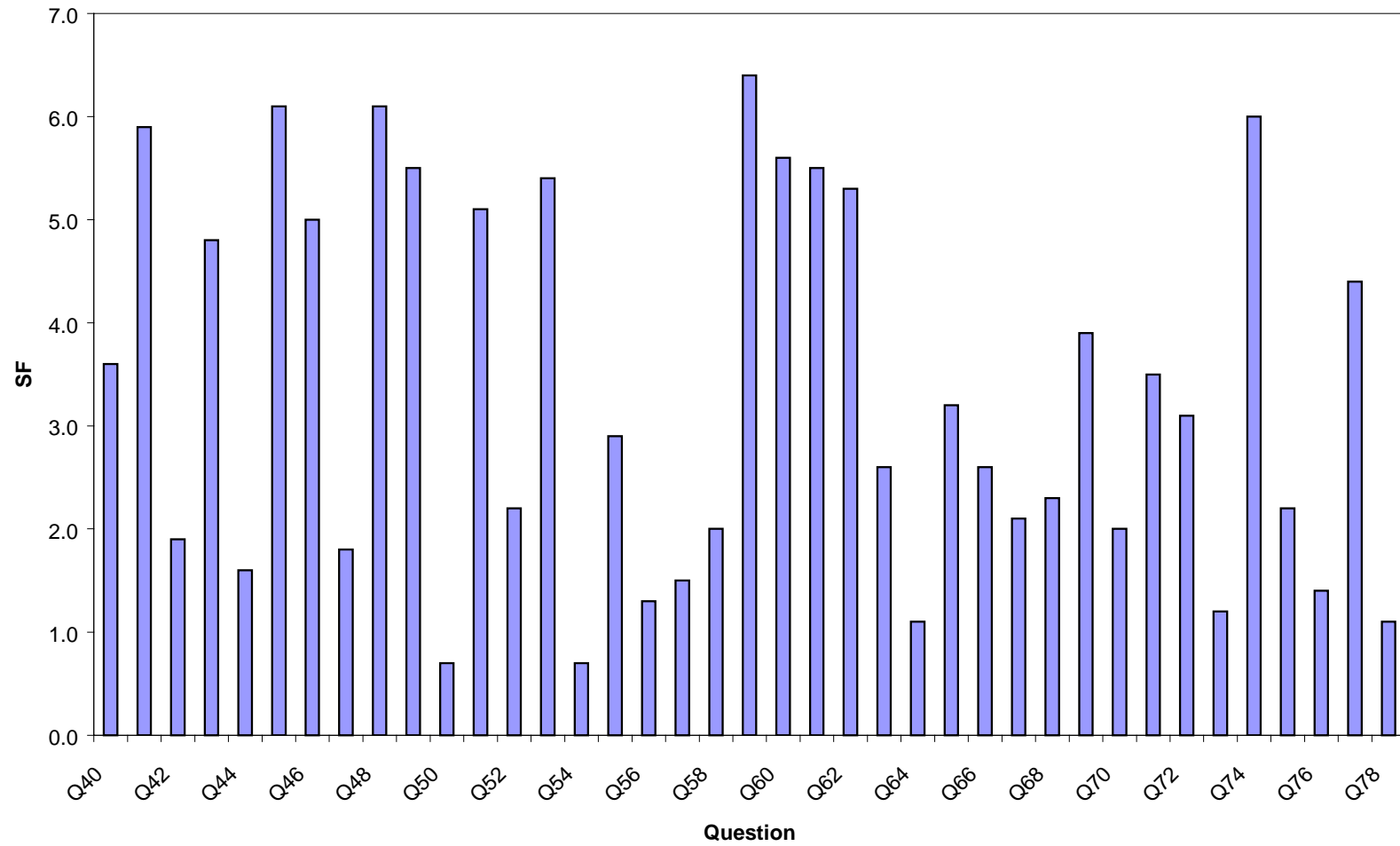
E5-E6 Question #81 Responses



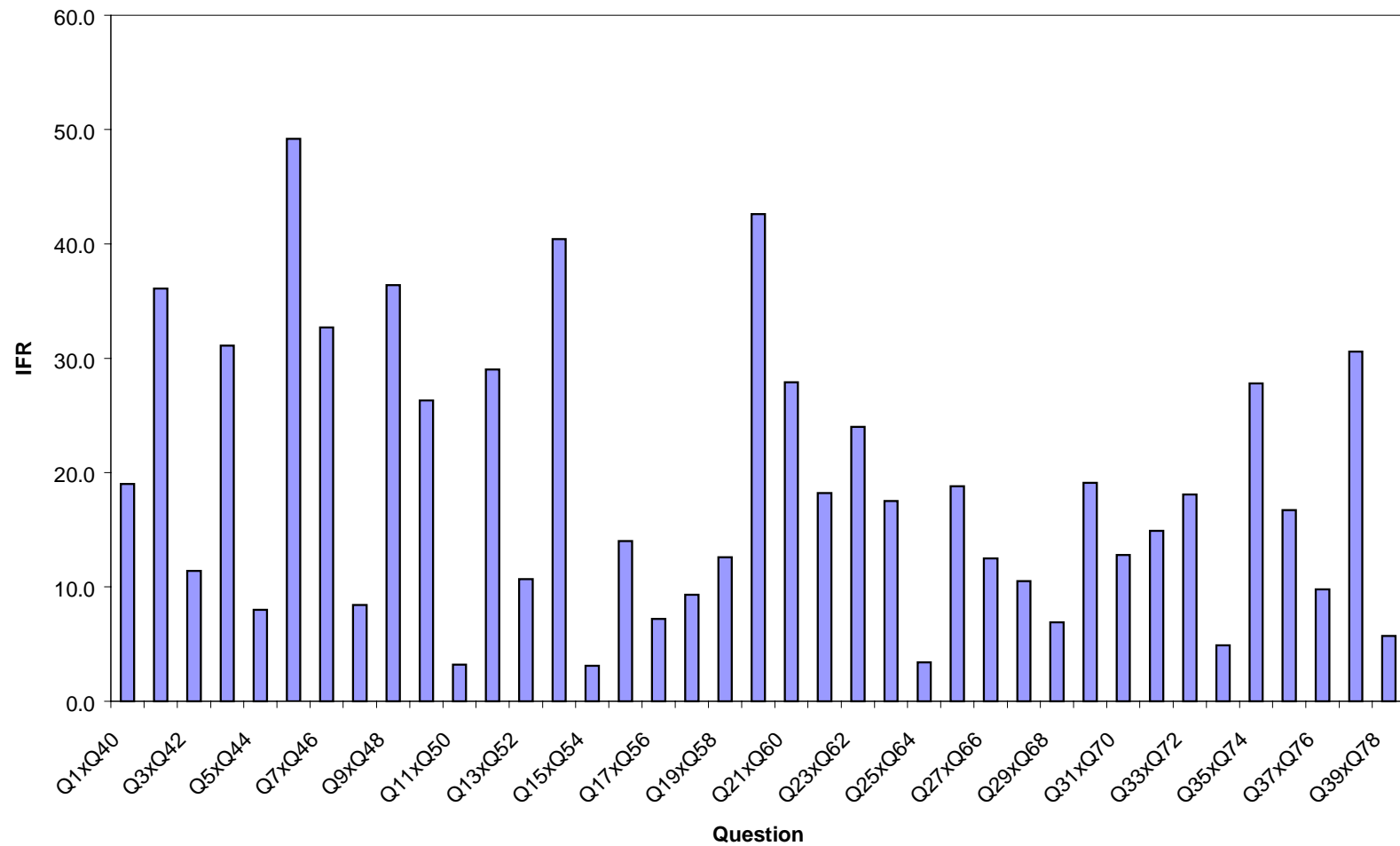
E7-E9 Mean Stress rating Level (SRL)



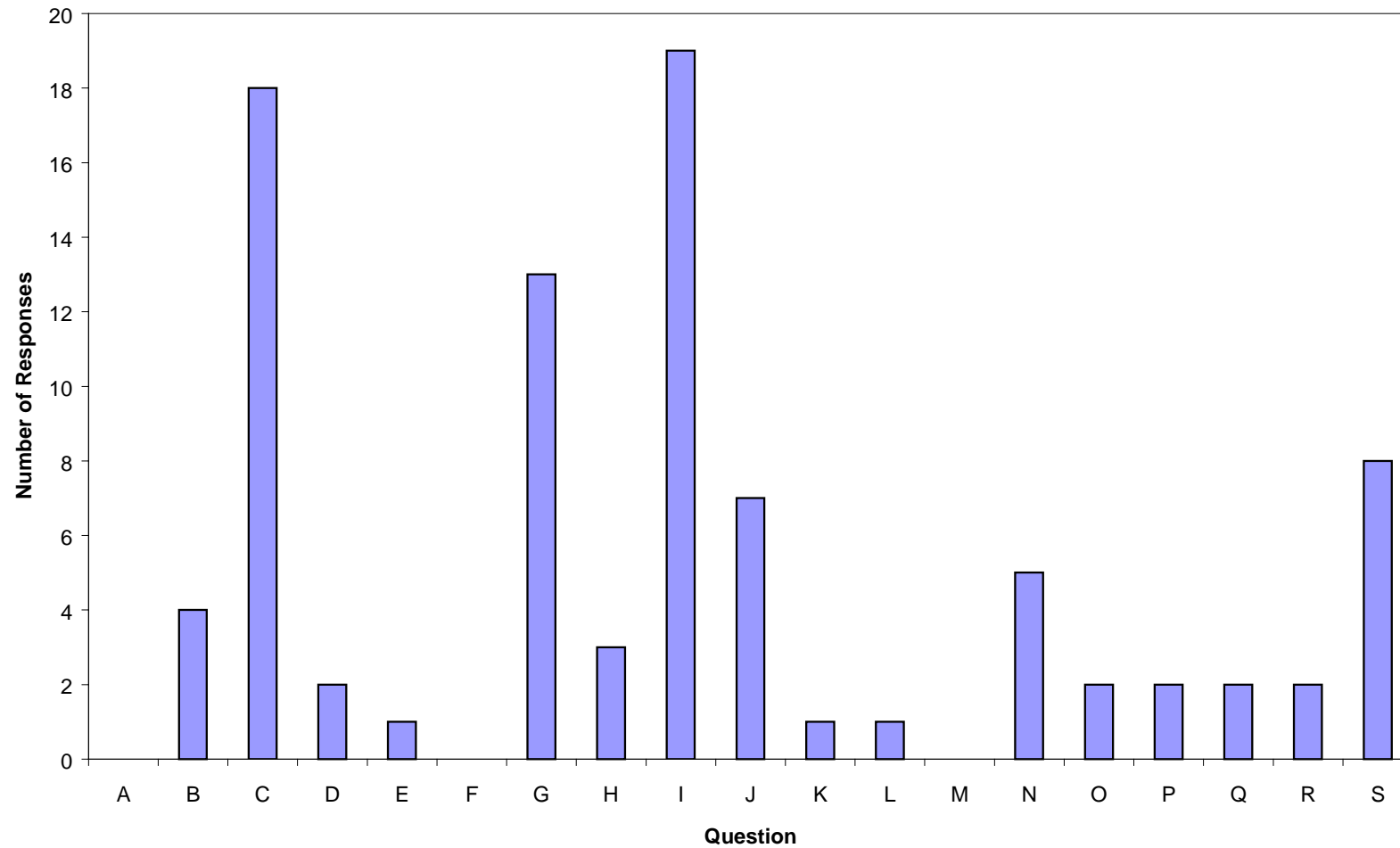
E7-E9 Semi Annual Mean Stress Frequency (SF)



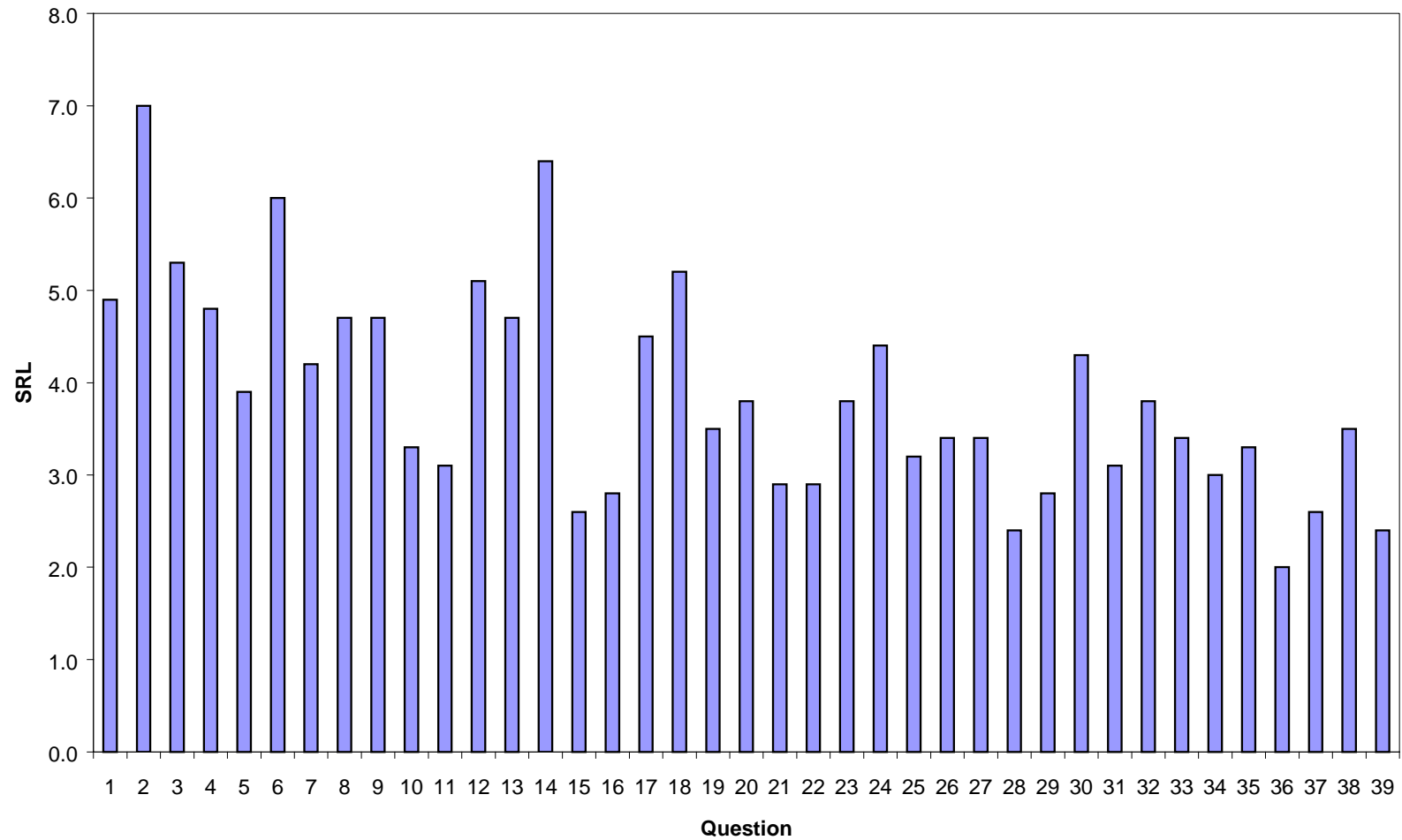
E7-E9 Intensity x Frequency (IFR)



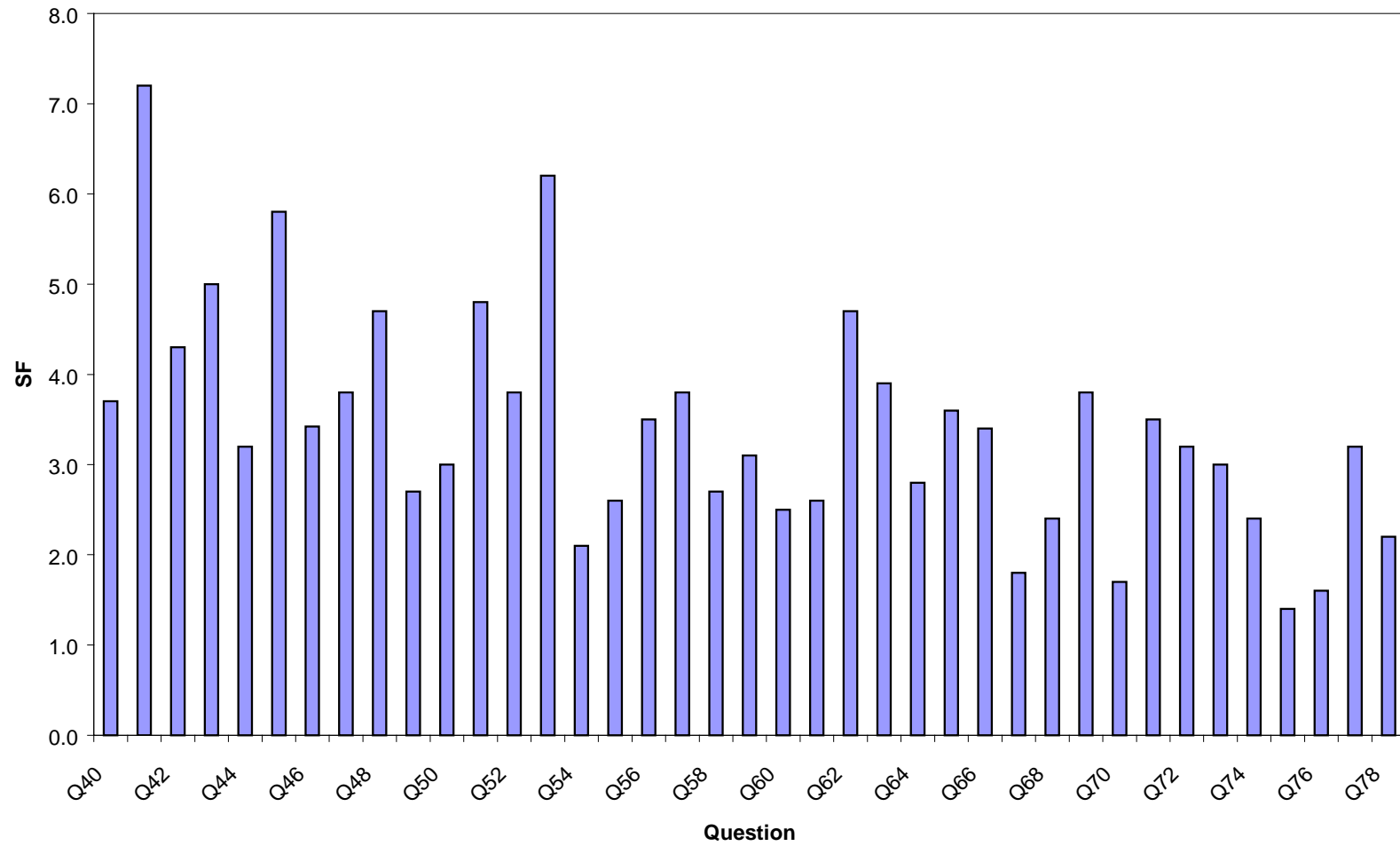
E7-E9 Question #81 Responses



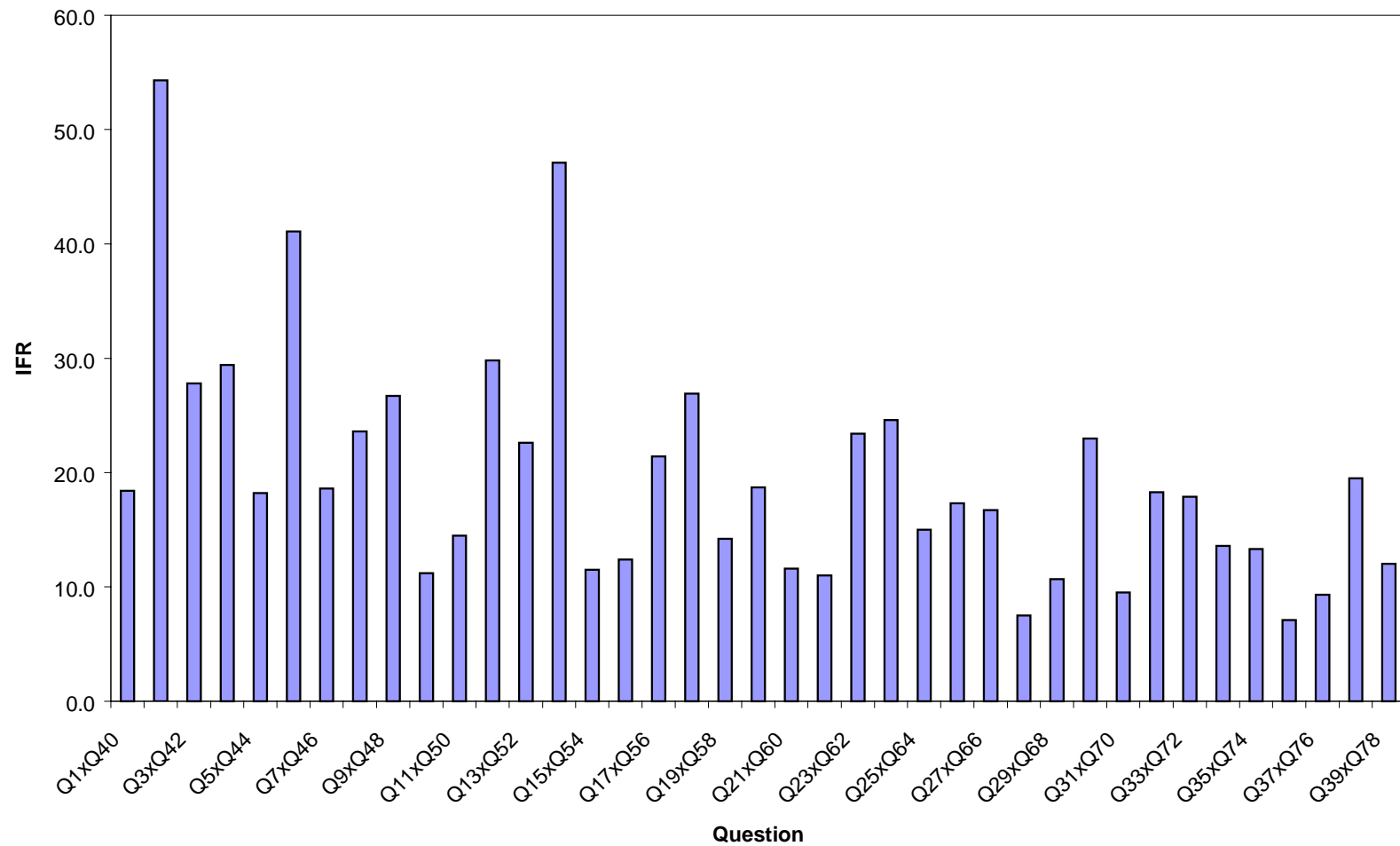
GS1-GS6 mean Stress Rating Level (SRL)



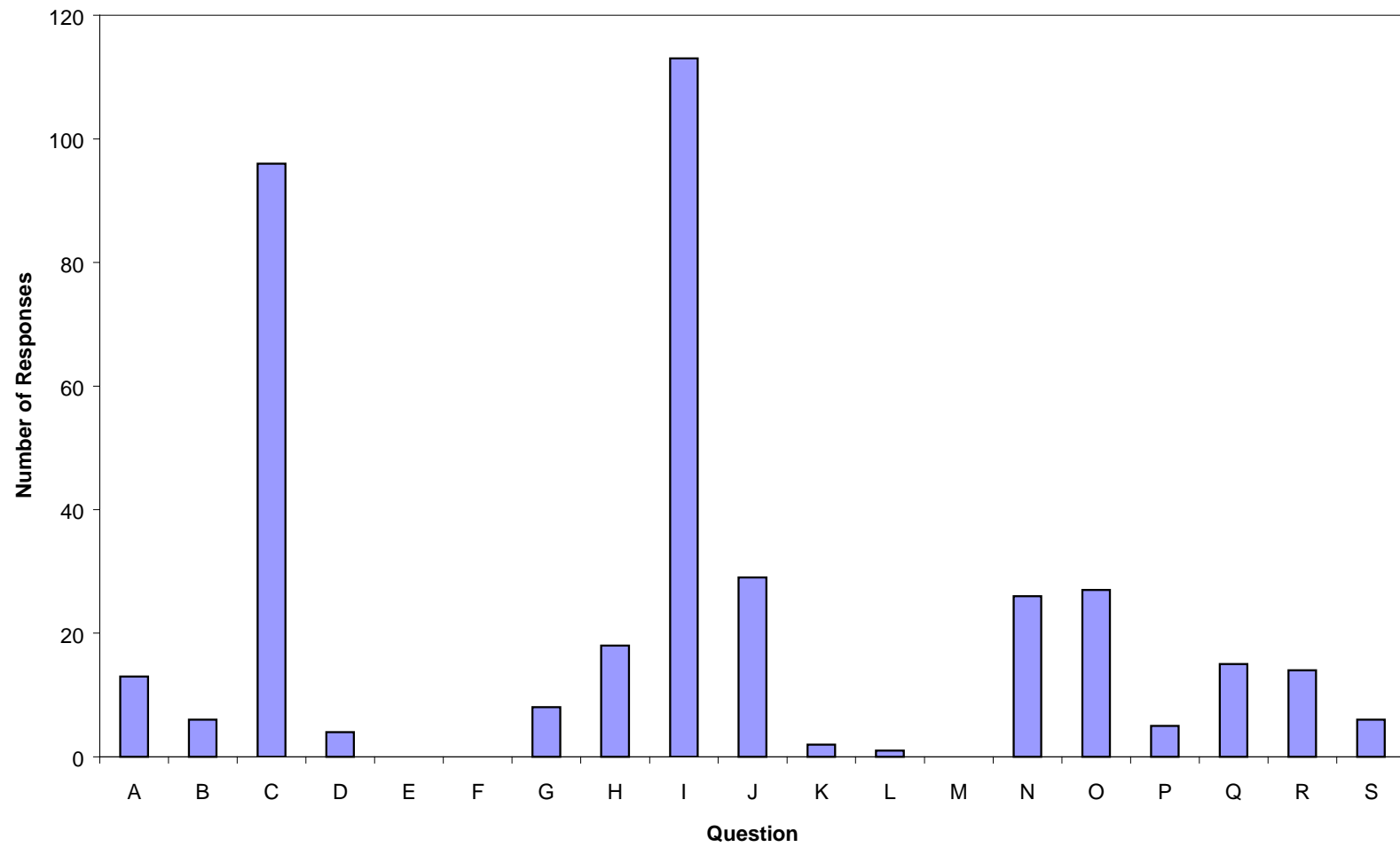
GS1-GS6 Semi-Annual Mean Stress Frequency (SF)



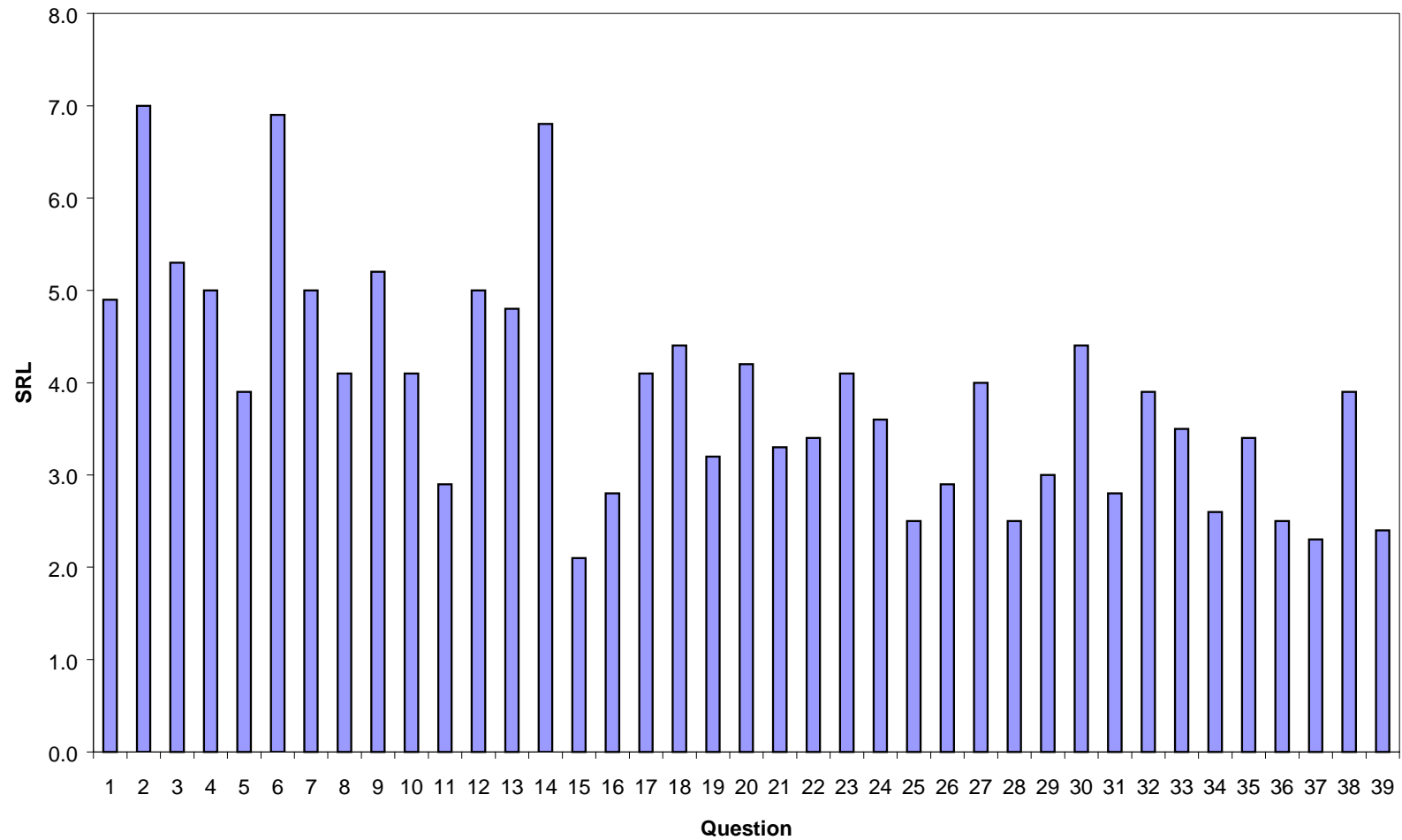
GS1-GS6 Intensity x Frequency (IFR)



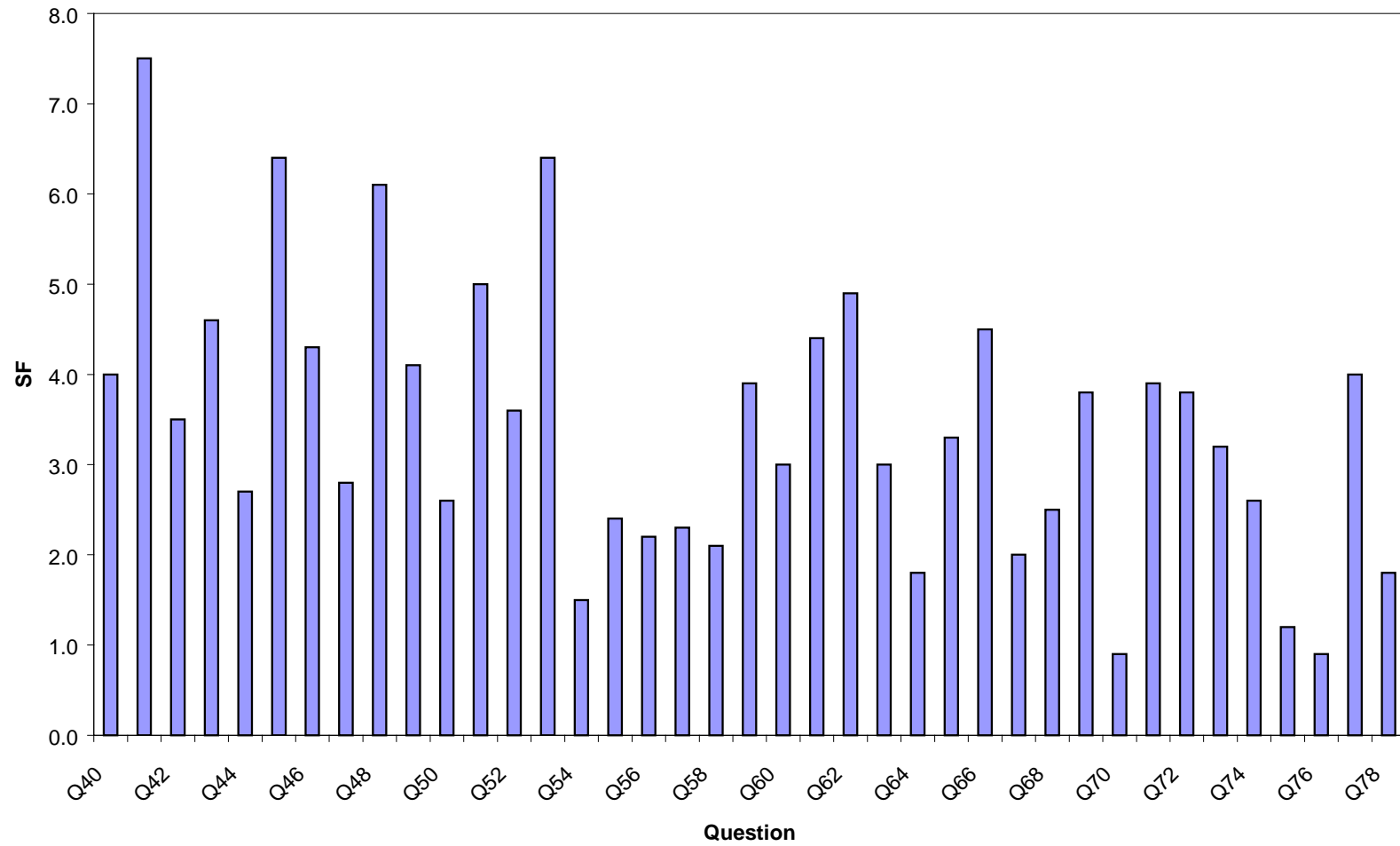
GS1-GS6 Question #81 Responses



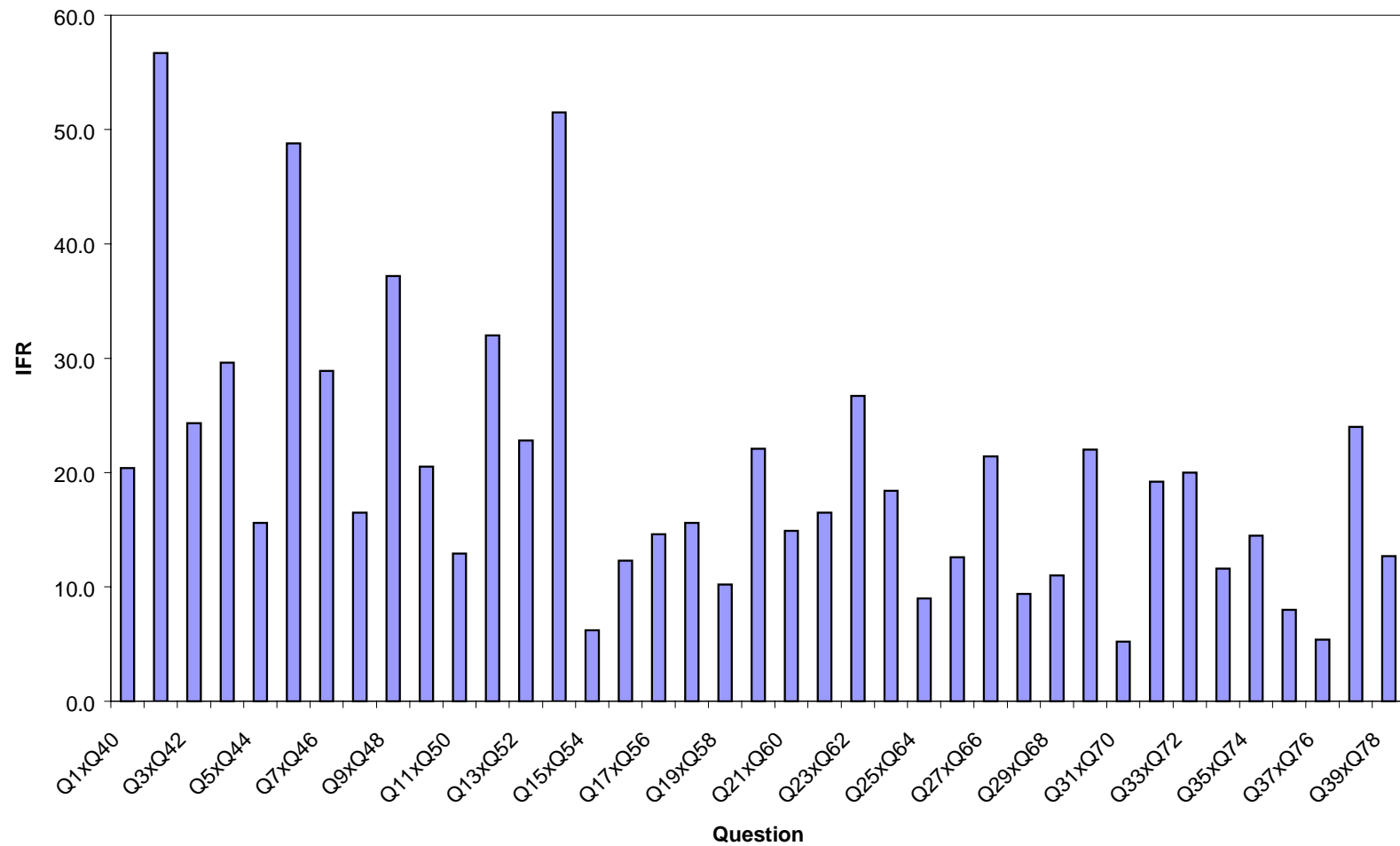
GS7-GS9 Mean Stress Rating Level (SRL)



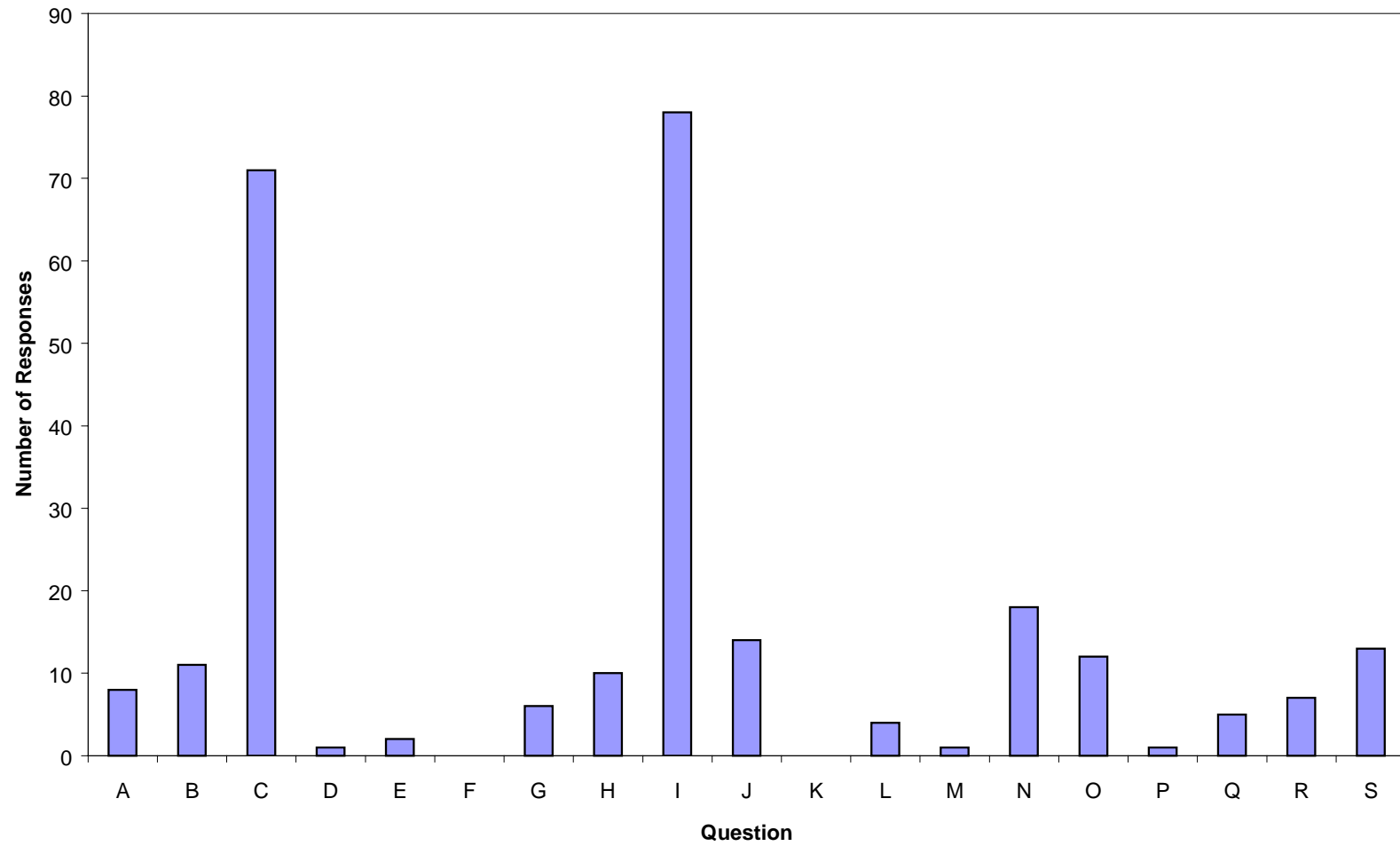
GS7-GS9 Semi-Annual Mean Stress Frequency (SF)



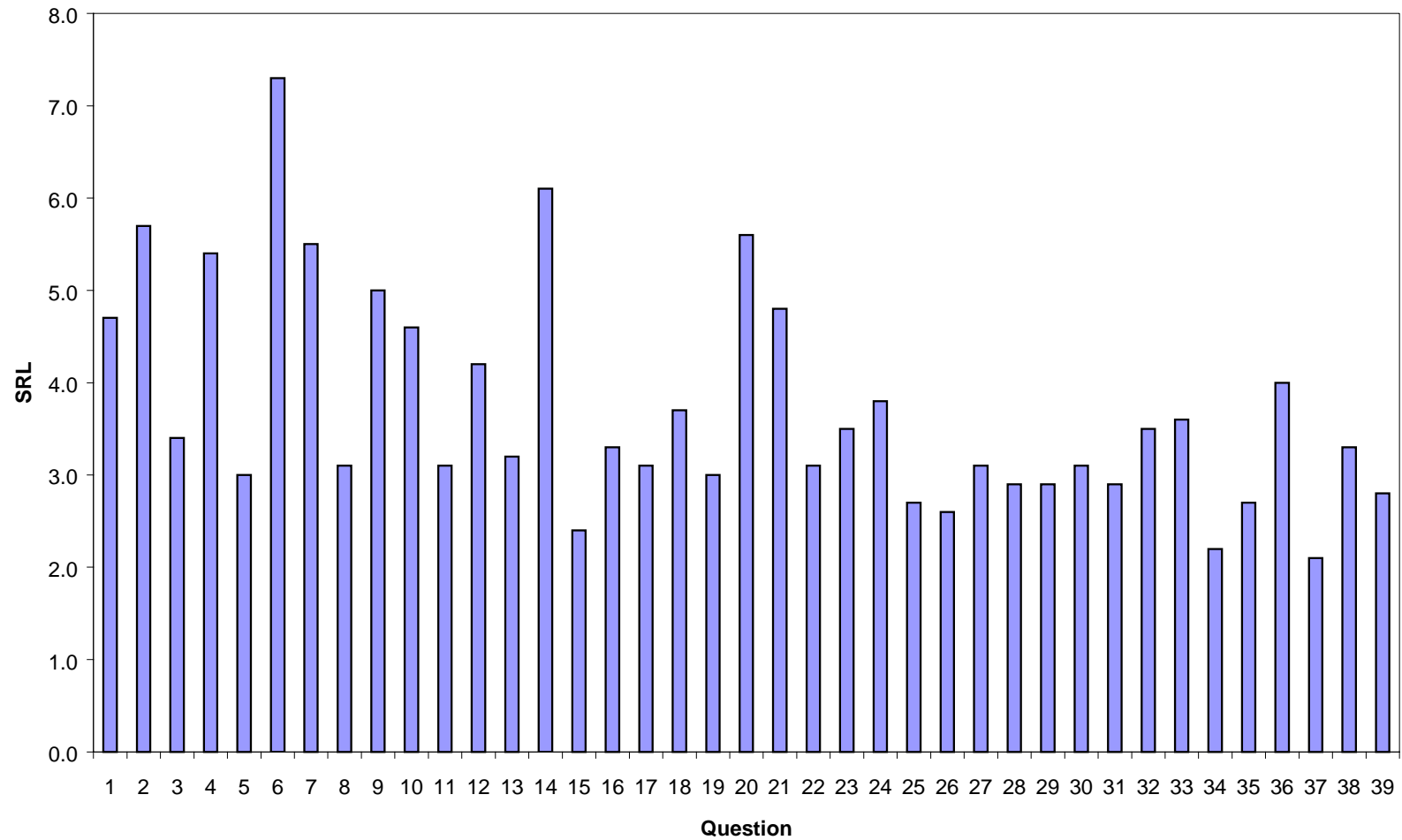
GS7-GS9 Intensity x Frequency (IFR)



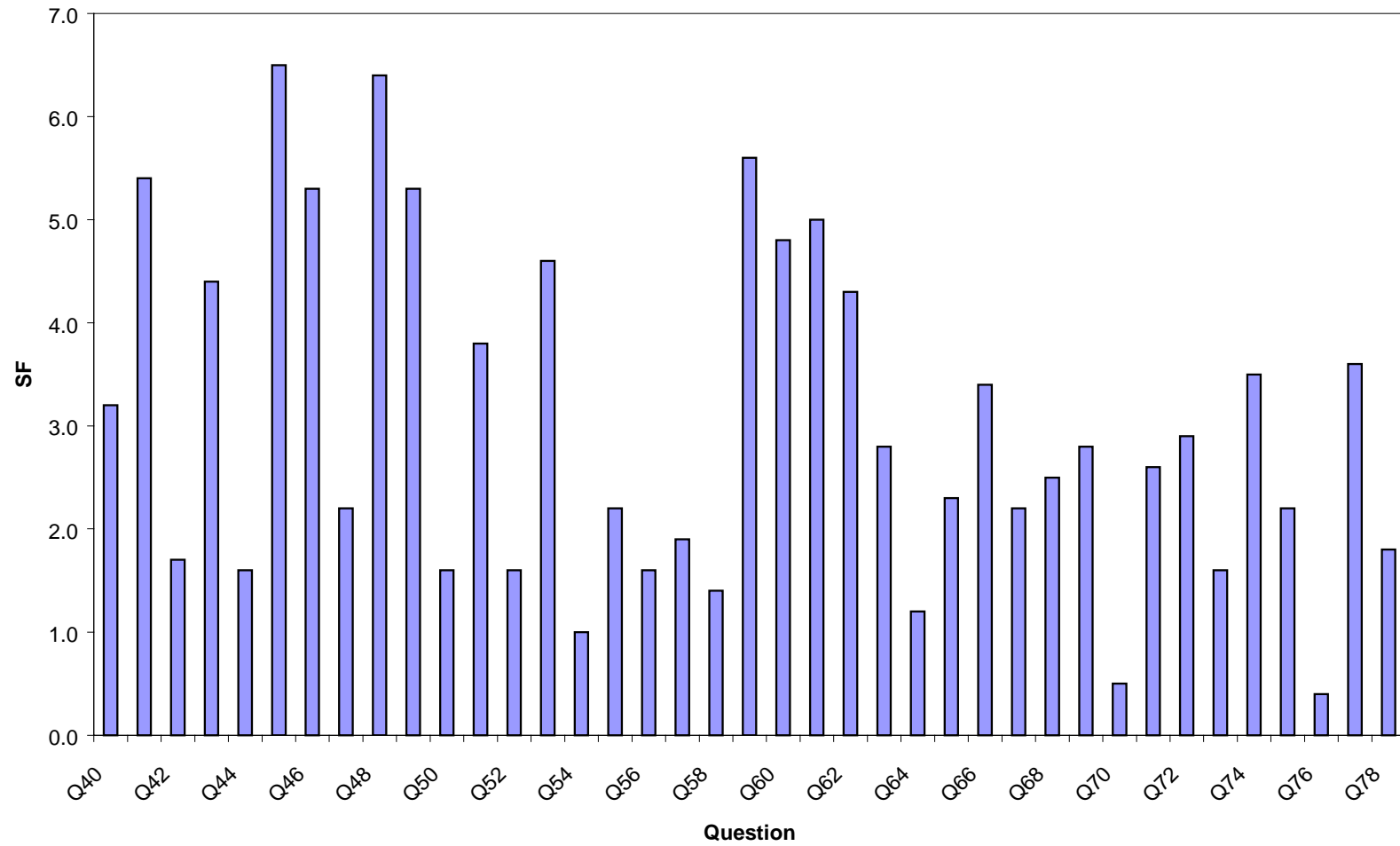
GS7-GS9 Question #81 Responses



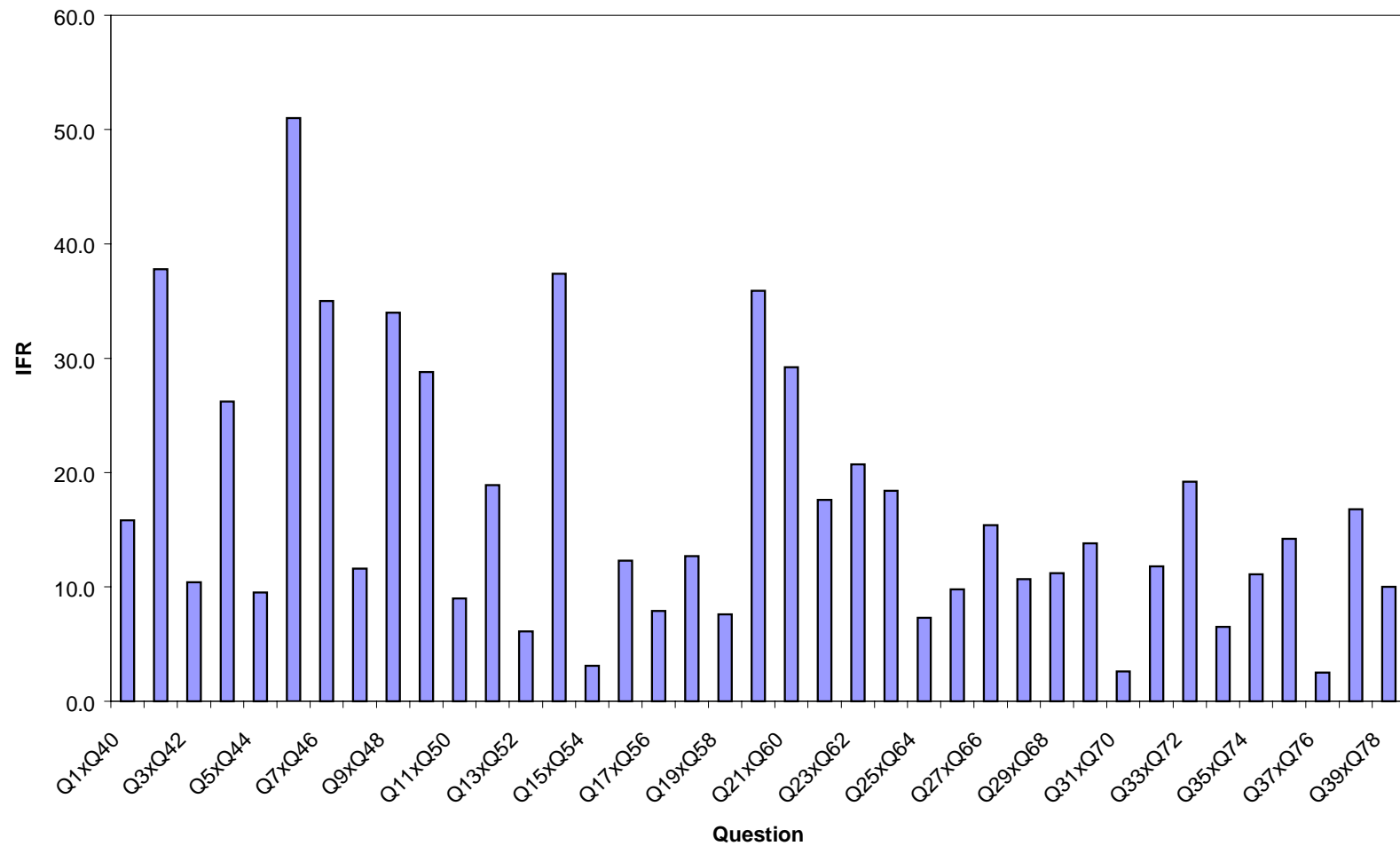
GS10-GS13 Mean Stress Rating Level (SRL)



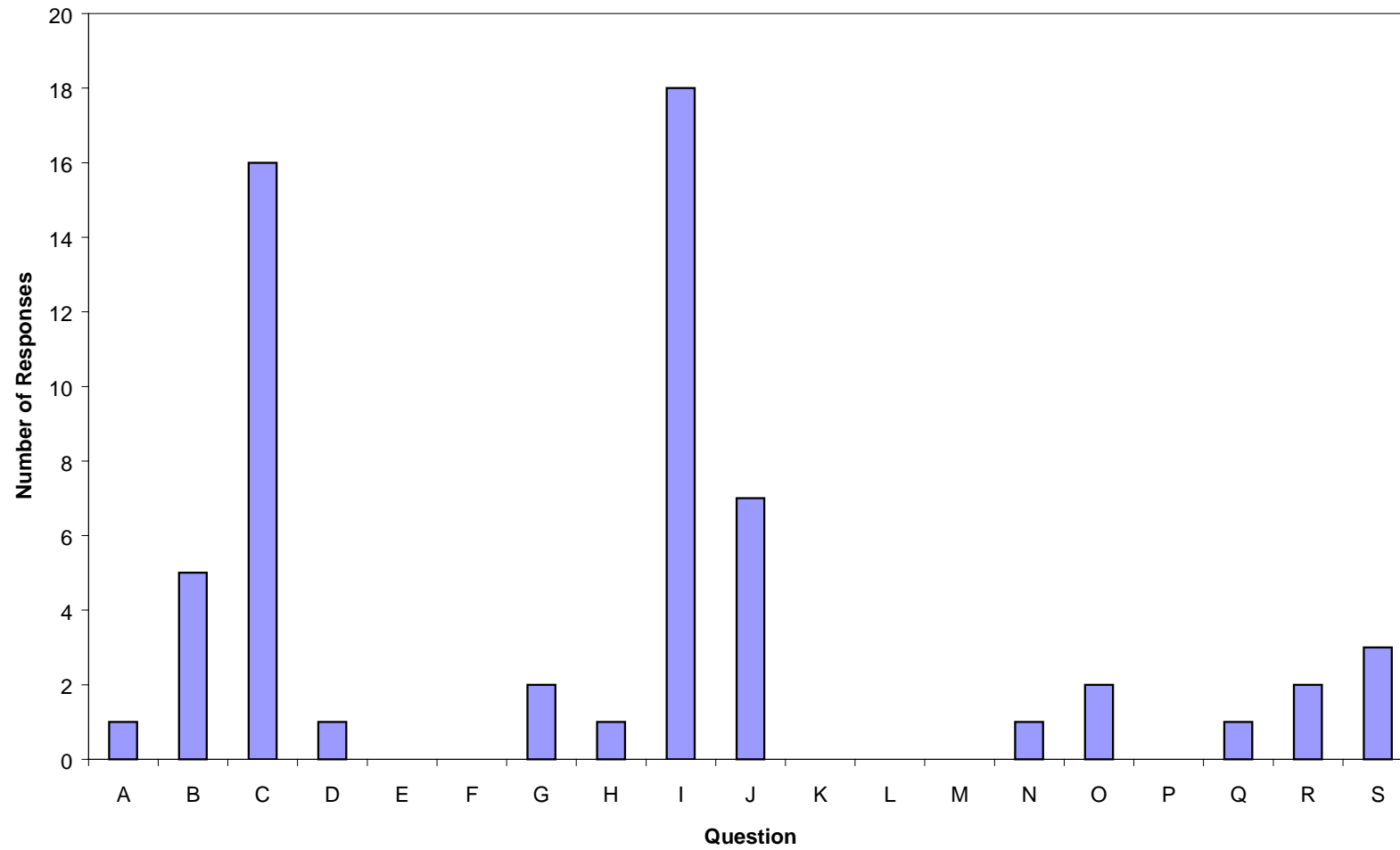
GS10-GS13 Semi-Annual Mean Stress Frequency (SF)



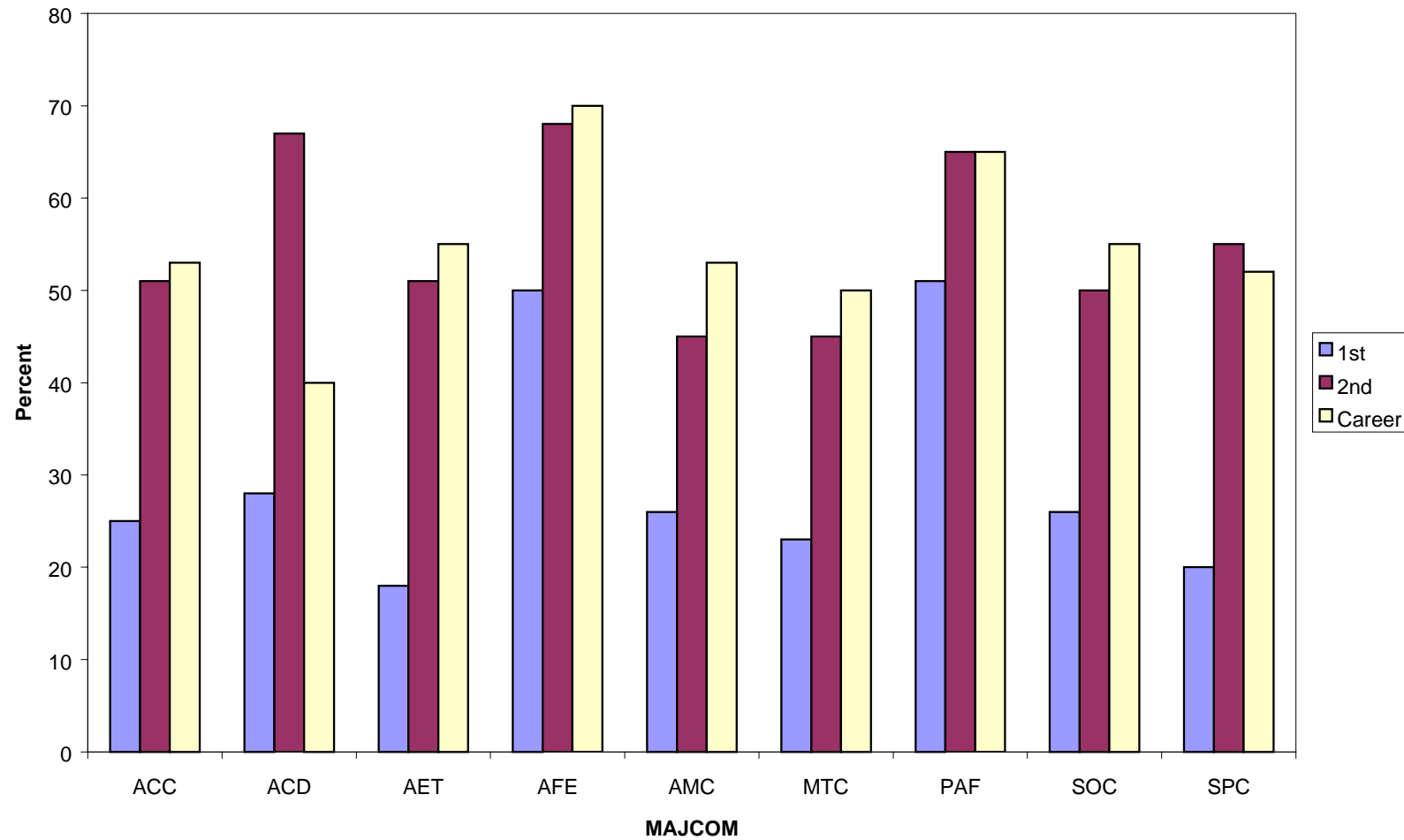
GS10-GS13 Intensity x Frequency (IFR)



GS10-GS13 Question #81 Responses



FY 1998 3E7X1 Keep Rates



1998 Base Fire Fighter Salaries

